



**HMIC INTERIM REPORT ON THE  
HUMBERSIDE IMPLEMENTATION PLAN**

**OF**

**THE HUMBERSIDE PERFORMANCE  
IMPROVEMENT INSPECTION**

**August 2007**

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# I Introduction

In December 2006, Her Majesty's Inspectorate of Constabulary (HMIC) inspected the Humberside Police and produced a report which considered how the force could improve its performance – '*HMIC Inspection Performance Improvement. Humberside Police December 2006*'.

The report made 10 recommendations, all of which were accepted by the force. As part of the inspection process, the Chief Constable agreed that Her Majesty's Inspector (HMI) would monitor progress of the implementation of the recommendations contained within the report. Monitoring would take place at regular intervals, until such time that all recommendations were 'signed off', by HMI, as being implemented.

This report sets out the findings of the Inspector's first revisit on 25<sup>th</sup> and 26<sup>th</sup> July 2007. It uses a traffic light grading system, as follows, to assess progress against each of the recommendations made in the original report.

## **Criteria for traffic light grading – Humberside implementation plan**

### **GREEN**

*Recommendation implemented in full and 'signed off'*

No further inspection by HMI. In-force monitoring required

### **AMBER**

*Evidence of progress towards implementation apparent. Further development required*

Medium priority for inspection. Continued in-force development required

### **RED**

*Limited or no evidence of progress towards implementation or area of concern for any other reason*

High priority for inspection. Significant in-force development required

HMI is pleased to report that this inspection revisit has confirmed one recommendation (number 10) has already progressed to the point where it can be 'signed off' as implemented.

Substantial progress has also been made on a further four recommendations (numbers 1, 2, 6 and 9). He is confident that if the actions which were reported as ongoing in respect of those recommendations have been delivered, then all four may be capable of 'sign off' when he next revisits the force.

## II Terms of reference

- Conduct a staged review of the implementation of the recommendations contained within the Humberside performance improvement inspection report; and
- Provide regular update reports for the Chief Constable of Humberside Police and the Humberside Police Authority.

## III Inspection methodology

This revisit was conducted by two HMIC staff officers, on behalf of the HMI, on 25<sup>th</sup> and 26<sup>th</sup> July 2007. Verbal feedback was provided to the deputy chief constable (DCC) on 26<sup>th</sup> July 2007.

The revisit inspection methodology used comprised the following key stages:

### **Stage 1 - Understand the context**

A desktop review of Humberside Police updates and key papers relating to the implementation of the recommendations.

### **Stage 2 - Brief the Service**

The Chief Constable was briefed concerning the scope and focus of the inspection.

### **Stage 3 - Carry out reality checks**

The report's findings are drawn from examination of documentation and extensive interviews with staff from different specialist areas within the force's operational and managerial structures. External stakeholders, e.g. the Humberside Police Authority, were also consulted.

### **Stage 4 - Publish a report**

HMI will prepare a draft report and provide the Chief Constable with the opportunity to comment further on matters of factual accuracy and content. This report, once the contents have been agreed by the Chief Constable will be supplied to the force to continue addressing those recommendations that require additional work to move them to a point where they are capable of being 'signed off' by HMIC.

### **Stage 5 – Monitor Progress**

Though progress has been achieved in terms of the implementation of recommendations, HMIC will continue to monitor developments by means of reality checks at regular intervals for the foreseeable future.

## IV Progress on Recommendations

There is clear evidence that the force has undertaken a great deal of work to begin the implementation process. HMI acknowledges the actions taken to date and compliments those staff whose efforts have resulted in moving the recommendations to the position that was found during the fieldwork element of this implementation inspection.

His assessment of progress made against individual recommendations is as follows:

| <b>Recommendation 1</b>   |
|---|
| <b>The force should invest in an adequately resourced community safety branch which should develop and oversee a comprehensive crime reduction strategy that takes due cognisance of the role of the partner agencies and the importance of understanding tried and tested methods of reducing crime.</b> |
| <b>AMBER</b>  |

A decision has been taken that a 'standalone' community safety branch will not be introduced. However, a community safety unit (CSU), headed by a superintendent, within the crime management branch (CMB) is proposed. A paper has been prepared for the force strategy group and will be tabled for consideration when the group next meets in September 2007. The proposal includes corporate ownership of partnership issues together with the force's central crime reduction strategy.

The recently introduced crime reduction strategy will be subject of closer review at the next revisit once the new heads of CMB and CSU have had an opportunity to review the document. If the foregoing considerations have been 'actioned' and are in place at the time of his next revisit, HMI considers that the recommendation will have progressed to the point where it can be 'signed off' as implemented.

| <b>Recommendation 2</b>  |
|--|
| <b>The force should review the use of fixed penalty notices for crime to ensure they are being used both ethically and appropriately. The force should ensure the correct means of disposal for those young people arrested for crime.</b> |
| <b>AMBER</b>   |

The force undertook a review of how it dealt with penalty notices for disorder (PNDs) in March 2007. The results were presented to the force audit board with a series of recommendations that were accepted. It would be beneficial if another audit of PNDs were to be undertaken, before the end of 2007, to ensure that these recommendations have been implemented corporately across the four operational BCUs).

Processes have now been put in place to ensure the correct means of disposal for those young persons arrested for crime. However, there is a concern that no audit of this process has yet been undertaken, similar to that produced in respect of PNDs. Such an audit now needs to be undertaken and reported upon before the end of the year to reassure chief officers that the issues raised during the original inspection have been addressed fully.

Assuming the requisite audits and any improvement actions ensuing are evidenced at the time of his next revisit, HMI would be confident that scope exists to 'sign off' this recommendation at that time.

### **Recommendation 3**

**The force should ensure that the intelligence systems and associated processes, citizen focused performance management, resource management and the management of risk are effectively developed and co-ordinated to maximise the benefits of neighbourhood policing.**

**AMBER**

Though the revisit confirmed that some action has taken place to progress this recommendation it was apparent this has been limited in scope. There has been a lack of appreciation by the force about what the recommendation was seeking to achieve. Now that clarity has been provided, assurances were given that urgent action will be implemented to progress this recommendation as a priority.

#### **Recommendation 4**

**The force should transform the personnel function into a holistic and enabling service, managed by the centre through an HR model, the core of which must ensure:**

- **Robust governance arrangements at chief officer and police authority level**
- **Proactive stakeholder engagement**
- **Clearly articulated:**
  - **demand management processes**
  - **performance criterion for the function**
  - **stakeholder access procedures**
  - **review mechanisms**

**AMBER**

This recommendation links directly to Recommendation 7.

The police authority's 'new' governance arrangements within this area include a personnel committee chaired by an independent member with significant HR experience.

The force has established a 'task and finish' group led by the deputy chief constable to begin the process of addressing the fundamental issues within this recommendation. HMI is pleased to note that the force has not delayed work on this recommendation pending the appointment of the new director of human resources.

#### **Recommendation 5**

**The force should undertake a comprehensive personnel review in line with workforce modernisation principles, to form the basis of the improvement plan referred to above.**

**AMBER**

The force has two work-streams addressing this recommendation.

The first is a plan within the personnel department which has identified 312 posts across the force, plus an additional 23 posts within custody, that may be suitable for

conversion and provision by police staff. A separate workforce modernisation project is looking at the business processes in force and reviewing them in accordance with modernisation principles. This latter work-stream is run as a formal project and is looking at a number of areas of business delivery, e.g. custody provision, and investigation in the first phase, where there is clear scope to make processes more effective and efficient. This project has a time-scaled plan which prioritises and identifies not only functions and locations but also the processes required to ensure delivery.

These two work-streams currently appear to be running in parallel and independently of each other. The force may wish to consider convergence of both under the remit of the workforce modernisation project board (WMPB) to ensure effective management, coordination and delivery. Progressing matters in this way should ensure that not only those posts currently identified, but any others potentially suitable for conversion are identified and any personnel issues flowing from them are appreciated fully.

#### **Recommendation 6**

**The force should undertake an organisational skills audit at all ranks and grades to ensure that necessary skills are in place and that the training plan is accurately informed. Those skills which require a training response should be prioritised by a suitable prioritisation model.**

**AMBER**

HMI was pleased to note the significant progress made in relation to this recommendation.

A revised training programme for first line supervisors has been developed and is currently being piloted. A similar course for inspectors and police staff equivalents is planned. The importance of acknowledging the semi-supervisory function of neighbourhood constables has also been recognised. A skills audit that will continuously assess gaps in training provision and inform the force training plan is being developed.

Once the foregoing training programmes are embedded and there is evidence of the skills audit being undertaken, HMI would be confident that scope exists to 'sign off' this recommendation at that time.

### **Recommendation 7**

**The force should recruit a head of personnel and training at chief officer level to drive a fundamental review of personnel and training.**

**AMBER**

The police authority has approved the appointment of a director of human resources at ACPO level. The recruitment and selection process has commenced, with an advert placed in all the relevant professional publications on 26<sup>th</sup> July 2007. The intention is to shortlist and interview potential appointees during October 2007 with an expectation of appointment early in 2008.

### **Recommendation 8**

**The force should base the assessment of performance on a broader set of indicators that better reflect all of the business areas and take cognisance of partnership issues. There should be more depth to the analysis to develop a better understanding of causation. There should be staff training to improve the understanding and application of performance management techniques.**

**AMBER**

The force has started a process of broadening the assessment of performance utilising a set of indicators that take cognisance of both qualitative measures and resourcing issues, e.g. resource performance assessment framework (RPAF), however these are still in the formative stages of development.

There is an acknowledgement that there needs to be a greater understanding of causation, with evidence from the DCC's performance conference that qualitative issues such as public confidence and satisfaction were being researched to identify the critical factors that impact upon these areas and to implement practices that will result in improved performance.

There was no evidence presented that partnership issues and associated indicators, e.g. for crime and disorder reduction partnerships (CDRPs), were yet being analysed. Similarly, training relating to the application of performance management techniques was yet to be adopted. However, early discussions had taken place in relation to both these areas.

At a national level, the development of APACS will hasten the assessment of both joint police and CDRP performance and the force should take the opportunity to begin this process now so it is better prepared when these new assessments becomes 'live'.

#### **Recommendation 9**

**The force should establish a corporate structure involving key stakeholders and business areas which provides opportunities for debate, risk assessment, strategic planning and the effective co-ordination of change management.**

**AMBER**

Work is well advanced in developing the corporate structures and planning processes needed to address this recommendation.

The existing strategy group is being developed and broadened to encompass the effective co-ordination of change management. The first meeting of the new group will take place in September 2007. HMI is satisfied that once this takes place, and is evidenced at the time of his next revisit, this recommendation can then be 'signed off' as implemented at that time.

#### **Recommendation 10**

**The force should review the role and structure of the corporate development branch, to ensure it has the skills and capacity to provide effective business risk management, planning processes and strategic thinking that will develop the force for the future.**

**GREEN**

Substantial evidence was provided which confirms that the role and structure of the corporate development branch has been reviewed. The force is now well advanced in terms of implementing the outcome of the review.

HMI is therefore satisfied that the requirements of the recommendation have been met. He is pleased to be able to sign it off as implemented at this time.

## **V Conclusion**

HMI is greatly encouraged by the progress made by the force towards full implementation of the recommendations from the original inspection report. This revisit inspection activity has confirmed the unequivocal commitment of Humberside Police to improve its provision and procedures within the critically important areas of business addressed by the inspection of December 2006.

He will continue to monitor the 'outstanding' recommendations at 6 monthly intervals until either full implementation has been achieved or he is satisfied it is appropriate for any issues that may remain outstanding be addressed via mainstream inspection regimes.