

**HM Inspectorate of Constabulary
Northern Regional Office**

**Follow up/Monitoring visit to Eastern ACU
North Yorkshire Police**

BCU Inspection conducted – July 2004

Follow-up visit conducted – September 2005



Reinspection of Eastern ACU
North Yorkshire Police

Date of Original Inspection	Reinspection Team	BCU Commander	Date of Final Report	Date of monitoring
July 2004	Chief Superintendent John Curry & Chief Inspector Richard Moffatt	Chief Superintendent Sue Day	July 2004	September 2005

1. Significant developments since the original inspection (e.g. boundary changes, changes to management team, increase/decrease in strength)

Since the original BCU inspection, Eastern ACU has undergone significant change at senior management team (SMT) level. Chief Superintendent Susan Day, previously head of the Force corporate development department, has been appointed as Area Commander and is supported by Superintendent Ian Spittal (Operations) and Detective Superintendent Andy MacMillan (Crime). The three districts of Scarborough, Hambleton and Ryedale continue to be led by chief inspectors/inspectors – however, further change at this level is imminent as the district commander for Scarborough approaches retirement. A replacement has yet to be identified.

2. Performance Summary

Performance Summary

Below is a summary of Eastern ACU's performance when compared with the MSBCU group averages and previous year's performance for the 12 month period August 2004 to July 2005:

<p>Good – Getting Better</p> <ul style="list-style-type: none"> • % Total Crime detected • Robbery per 1,000 population • % Robbery detected • % Violent Crime detected 	<p>Good – Getting Worse</p> <ul style="list-style-type: none"> • Violent Crime per 1,000 population 
<p>Poor – Getting Better</p> <ul style="list-style-type: none"> • Total Crime per 1,000 population • Domestic Burglary per 1,000 households • Vehicle Crime per 1,000 population • % Vehicle Crime detected 	<p>Poor – Getting Worse</p> 

The percentage detection rate for domestic burglary has remained relatively stable over the 12 month comparison.

Crime Performance Table

The table below shows the supporting 12 months of data for Eastern ACU:

Performance Indicator	June 03 to May 04	June 04 to May 05	% Change	MSBCU Group mean for 2004/05 period	The BCUs ranked position for 2004/05 period
Recorded crime per 1,000 population	76.75	72.66	-5.33%	72.83	10
Recorded crime detection rate	31.83%	35.05%	3.22 p.p.	29.55%	4
Domestic burglary per 1,000 households	8.94	7.41	-17.12%	7.24	8
Domestic burglary detection rate	17.87%	18.31%	0.44 p.p.	18.19%	7
Robberies per 1,000 population	0.33	0.28	-13.92%	0.26	10
Robbery crime detection rate	35.44%	29.41%	-6.03 p.p.	32.58%	10
Vehicle crimes per 1,000 population	8.92	7.87	-11.73%	8.07	7
Vehicle crime detection rate	12.56%	11.77%	-0.79 p.p.	11.58%	7
Violent crimes per 1,000 population	13.30	15.63	17.50%	15.60	10
Violent crime detection rate	7.18%	72.22%	2.04 p.p.	57.46%	3

Note) This data is not validated and therefore is only provisional.

3. Inspection Recommendations

Recommendation 1	
<i>That the BCU senior management team reviews its approach to proactive operations and allocate significantly more staff and resources to a dedicated proactive team.</i>	
Action taken by BCU	Measurable Impact
<ul style="list-style-type: none"> • The area now has two strike teams, each led by a sergeant. The teams are tasked through the NIM structure. • Area resources are supported by the tasking of Force level units, such as the dog section and firearms support unit. Performance is monitored at the daily management meeting (DMM). • Roads policing group (RPG) officers are now allocated to, and working in line with, reactive policing teams. They are tasked to strategic routes through the NIM process and make effective use of ANPR. • Neighbourhood policing teams (NPTs) carry out pro-active problem-solving around community and locally based crime issues. A process has been introduced to ensure that these plans do not conflict with NIM tasking priorities. 	<ul style="list-style-type: none"> • Evidence exists that the teams are NIM led and that meaningful evaluation of their activity is regularly conducted in order to ensure maximum effectiveness. Consideration had been given to implementing a third strike team, but this is on hold pending the identification of sufficient need for a third team. • Force level resources are deployed within the area at the discretion of their own supervision and after consideration of requests for support from other areas. Whilst Eastern ACU has no direct influence upon this process, the frequency and level of activity is closely monitored and evaluated through the DMM process. The inspection team is satisfied that appropriate support is provided to the ACU by Force level resources. • NPTs are in the early stages of development and a comprehensive evaluation of problem solving techniques has yet to be undertaken.

Recommendation 2

That the BCU senior management team develops and implements a more consistent approach to providing the familiar, visible and accessible face of policing. This should include a clear abstraction policy for CBOs and a consistent approach to the deployment of PCSOs. Greater clarity should be provided about what is required of PCSOs, CBOs and officers performing hybrid response/CBO duties in rural areas.

Action taken by BCU	Measurable Impact
<ul style="list-style-type: none"> • NPTs are now in place across the three districts in line with the Force model. • Role requirements have been developed at the centre in consultation with areas and are accessible via the Intranet. • Deployment and abstraction policies have been developed and put in place across the districts. • The role of special constable, PCSO and volunteer has been incorporated into the NPT model, with named individuals where there is an established post. 	<ul style="list-style-type: none"> • The NPT model is in place and at an early stage of development across the districts. Ryedale district is at the most advanced stage, due in part to the fact that little structural change was necessary to meet the requirements of the new model. Whilst Scarborough has made reasonable progress, there are a number of NPT posts that remain unfilled or occupied on a temporary basis by officers 'on loan'. Hambleton district has further work to do in order to meet the proposed structure but sufficient evidence exists that this is underway. The SMT is aware of the need to ensure effective and consistent communication of the NPT changes to the public in order to avoid sending mixed messages. • The officers interviewed during the revisit were clear of their role and demonstrated evidence of effective and co-operative working relationships with colleagues engaged in response policing. Special constables and PCSOs were clearly integrated with their regular colleagues and gave evidence of positive working relationships. Abstractions and response cover appear to be well managed and kept to a minimum. • The Special Constabulary now has a dedicated liaison officer and senior special constable who links into the SMT as appropriate. The inspection team saw evidence of effective management and deployment of special constables throughout the area and welcome their integration with regular officers, PCSOs and police staff. The newsletter produced by the liaison officer is an effective way of raising the profile of the Special Constabulary and communicating key issues affecting it.

Recommendation 3

That the performance management/tasking unit be disbanded and the functions it undertakes incorporated within the BCU intelligence unit. In liaison with Force headquarters, a process should be put in place to develop team and individual performance information, which should be used to support the continued development of an effective performance regime.

Action taken by BCU	Measurable Impact
<ul style="list-style-type: none"> • The area has introduced an operational performance support unit (OPSU) in order to provide performance monitoring and ensure effective data capture. The OPSU is led by a detective chief inspector and forms part of the crime management unit (CMU) structure. • There is now in place a structured qualitative review of performance across the area which is focused on one-to-one meetings and utilises a structured questionnaire to ensure that issues are examined. 	<ul style="list-style-type: none"> • Whilst the OPSU is now in place, there is a recognised need to develop analytical capability of performance across the area. A senior analyst has recently been appointed and this will, in due course, remove some of this burden from the SMT. • Availability of staff within the unit to support briefing and deployment has been extended to seven day cover. Whilst this is a positive step, with the current level of resourcing, it creates resilience problems within the unit resulting in a diminished intelligence capability at some points of the week. The head of the unit is exploring options to resolve this. • The OPSU currently has responsibility for a number of tasks, for example producing daily crime results that could be provided by central resources. Additionally, the OPSU inspector currently produces comprehensive minutes of the DMM. The head of the unit is aware of the administrative burden that this causes and is looking to resolve the issues. • A performance culture is beginning to embed itself across the area. This is reinforced by the recently introduced performance management meeting structure and the culture of holding people to account with relentless follow through of actions. The clarity and direction provided by this approach appears welcome at all levels within the ACU. Whilst the current IT does not support effective data collection, this is done manually pending the introduction of up-to-date systems as part of the NY Forward programme.

Recommendation 4

That the BCU senior management team and BCU management team meetings should focus more on individual, local area policing unit and team performance. A more robust, but supportive, approach to accountability, underpinned by a range of qualitative and quantitative team and individual performance indicators, is required. More frequent face to face meetings between senior and more junior managers should also be held, with a clear remit to examine individual and team performance. A record should be kept of these meetings and their outcomes.

Action taken by BCU	Measurable Impact
<ul style="list-style-type: none"> • The operations commander has introduced structured one-to-one meetings with each district commander where detailed discussion regarding performance and progress towards agreed targets is undertaken. • The operations commander has also established five-weekly team meetings with district commanders and the DCI (CMU). • Records of these meetings are maintained for dissemination to inspectors, sergeants and constables. • The operations commander carries out regular visits and patrol with operational staff. These unannounced visits are expanded through a series of pre-planned district visits. 	<ul style="list-style-type: none"> • District commanders and inspectors are now clear as to how they will be held to account and for what. Whilst this is not as clear to some sergeants and constables, the message is beginning to permeate and is generally positively received. • The SMT has produced a number of guidance templates for managers conducting performance reviews and these contribute to the clarity and corporacy of the process. • Visibility of the SMT across the division is generally good, with the superintendent (operations) being regarded as being particularly visible and operationally active. Approachability is good throughout the whole of the senior team. • Staff interviewed during the revisit felt that communication of key issues and changes affecting them was generally good, even if there was still a slight tendency of overreliance on e-mail communication.

Recommendation 5

That the BCU senior management team should review its approach to the implementation of the NIM. This review should ensure that ‘timelines’ and other forms of secondary tasking cease; the analytical capacity in the intelligence unit is increased; meaningful records of tasking meetings are kept and accountability for tasks developed; the use of forensic intelligence is enhanced, and meaningful results analysis is undertaken.

Action taken by BCU	Measurable Impact
<ul style="list-style-type: none"> • An internal assessment of the NIM model has been conducted by a senior analyst and a detailed action plan developed. However, a Force-wide review of NIM processes is underway following the introduction of NIM2. • A single DMM now takes place ensuring that there is accountability for actions and that the chair, superintendent (operations) is able to ensure that competing demands for resources are resolved. Force resources are also tasked through this process. • Partnership and CDRP involvement in area NIM meetings continues to be developed. The Area Commander is meeting with the three district chief executives in order to further this process. 	<ul style="list-style-type: none"> • The DMM attended by the inspection team was professionally conducted and focused upon policing priorities for the next 24 hours whilst also reviewing performance, crimes and incidents of note for the previous day. Due to the geographical nature of the division, the meeting was chaired by the superintendent (operations) and conducted with district commanders via telephone conferencing. This appeared to work well and provided a suitable forum in which to prioritise the use of resources. District commanders were held to account for outstanding tasking actions but the ethos of the meeting was to focus upon the successes and good work that had been achieved. The superintendent (operations) used this as an opportunity to appropriately acknowledge or reward good performance through a variety of means including e-mail, letter or personal meeting. Items were also identified for release to the media, either as ‘good news’ stories or appeals for information/reassurance. • Whilst partner involvement in NIM meetings is beginning to develop once again, there is still some way to go in order to ensure that the relevant key personnel attend and contribute to the meetings. The meetings have been streamlined by the superintendent (operations) and now appear to be more focused on key issues. The Area Commander is aware of the need to develop this further and is currently exploring options.

Recommendation 6

That the BCU senior management team should review its approach to the briefing of operational staff and consider adopting the national briefing model. The briefing environment should also be improved and greater use made of available technology, including visual aids.

Action taken by BCU	Measurable Impact
<ul style="list-style-type: none"> • A programme of development has been established to deliver the national briefing model. • A dedicated briefing and de-briefing room has been established at Scarborough to eliminate disturbance and interruptions. In Ryedale, centralised briefing has been introduced at Malton police station. • Work is ongoing to overcome problems presented in standardising the briefing process across the other geographical areas. 	<ul style="list-style-type: none"> • The division is in the process of upgrading briefing facilities to comply with the national briefing model. Whilst no operational briefings were attended by the inspection team, those officers who were interviewed were generally in acknowledgement of the improvements that had been made. There were, however, some concerns expressed at sergeant level that information from the DMM was slow to reach them following the introduction of the new system. The inspection team did note however that this information is available to all on the Intranet site shortly after the conclusion of the DMM. • The SMT is clearly alive to the issues of achieving a standardised briefing and de-briefing process across such a large geographical area and are exploring options to further improve the process. Some concerns were expressed to the inspection team that regular use was made of the 'ad-hoc' half-hour overtime rule in order to ensure de-briefing was carried out and performance information collected. Whilst this was not validated, the inspection team is satisfied that the matter is being addressed and that the adoption of a formal de-briefing model will allow the process to be better managed.

4. Monitoring Assessment and Follow-up action

Have all recommendations been accepted and acted upon?	YES
Has the remedial action/implementation plan led to demonstrable improvement?	YES
Has performance in relation to national/local targets improved? If not, are the reasons for deterioration understood (e.g. transition to NCRS) and being addressed?	YES
Have any problems arisen since the inspections that are likely to affect performance and merit further scrutiny by HMIC?	NO
Other than notification of monitoring outcome to regional office (lead staff officer), is any further action required by HMIC Inspection team – e.g. contact with PSU?	NO

Other Matters

In addition to the recommendations reported on above, the original BCU report also made a series of suggestions and 'urges' for change relating to a number of issues across the division. Whilst these have not been specifically reported upon in this report the inspection team acknowledges the progress made by the area in implementing the requisite changes. Whilst not all areas of work have been fully progressed or completed, the impact of change to date was clearly evident and had been received positively throughout the area. A brief summary of some of the issues progressed to date is shown below;

- **Communication** – whilst some reservations were expressed regarding the apparent overreliance on e-mail communication by some managers, it was reported that since the original inspection, the tone of these messages was now, in general, more appropriate.
- **Sergeants** – many of the sergeants that were seen during the revisit by the inspection team complained of being overburdened with administrative duties and that they were effectively 'tied' to a computer thereby reducing opportunity for on-street supervision. The inspection team was pleased to note that this issue has been recognised by the SMT and that a range of measures, including changes to IT procedures, were being introduced to address this. The inspection team suggests that the formation of a sergeants' working group would assist in highlighting further areas for improvement.
- **Quality of prosecution files** – since the original inspection a pilot has been introduced whereby officers dealing with prisoners must first consult a case progression manager (detective sergeant) or, in their absence, the duty inspector for advice prior to interview. Evidence was heard of this causing unreasonable delay in processing relatively simple matters and the inspection team was reassured that the Force is currently reviewing the effectiveness of this process.

- **Personnel Issues** – a new personnel officer has recently been appointed to the area. This is an individual with experience of dealing with issues at both a Force and area level. As a result, it is pleasing to note, that absence management and training issues are now being addressed in a more robust but supportive way. Whilst this individual has only been in post a short time, it is evident that significant progress has been made.
- **ASBO work** – whilst some progress has been made in Hambleton and Ryedale in respect of ASBOs, there is still a low response in the Scarborough district to resolve. The SMT is alive to the issue and currently pursuing improvements.

5. Conclusion

Eastern Area ACU has clearly undergone significant change with changes in senior personnel and a shift towards a managed, performance culture since the original inspection. It is evident that members of the SMT are investing considerable time and energy in improving the area performance and that this is generally welcomed and acknowledged at all levels.

Chief Superintendent John Curry
Lead Staff Officer