

**HM Inspectorate of Constabulary  
Northern Regional Office**

**Follow up/Monitoring visit to Wakefield BCU  
West Yorkshire Constabulary**

**BCU Inspection conducted – May 2004**

**Follow-up visit conducted – August 2005**

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Wakefield BCU – West Yorkshire Police

<b>Date of Inspection</b>	<b>Re-inspection team</b>	<b>BCU Commander</b>	<b>Date of Final Report</b>	<b>Date of monitoring</b>
May 2004	Chief Superintendent Kevin Mayhew and Chief Inspector Rogerson	Chief Superintendent Mark Whyman	May 2004	August 2005

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

**Senior Management team**

- There have been significant changes to the Senior Management Team since the inspection, including a new BCU Commander being appointed in June 2005, and all four Chief Inspector posts and portfolios seeing a change in personnel within the 15 month period.

**Inspector changes**

- There has been a considerable change of Patrol Inspectors, with 7 out of the 10 being newly promoted within the last 12 months. Following a death in custody in June 2004, two patrol Inspectors were suspended and remained so at the time of the re-inspection whilst the investigation continues. This has had a major impact in terms of providing sufficient Inspector cover for the patrol teams and has had a wider impact in how risk is managed in the cells.
- The Detective Inspector roles have seen a review in early 2005 and responsibilities aligned to cover four areas:- Reactive, Drugs, Priority and Performance and Partnerships.
- Neighbourhood Policing Teams (NPT) Inspectors have recently increased to three and incorporate the former community safety role.

**Neighbourhood Policing**

- The BCU holds pathfinder status for the Force for Neighbourhood Policing which continues to be developed. The Community Safety department has been realigned to support the NPT concept in its entirety. Schools liaison officers/ NHW officers /Tenancy support teams have all been realigned to NPT sergeants and brought into the tasking process.
- In Autumn of 2004, Wakefield district was successful in gaining status as an 'Action area' as part of the 'Together' tackling Anti Social behaviour programme, with £25,000 funding for 2004/05 and a further £25,000 for 2005/06. Work is co-ordinated through the three CDRP area based groups to identify their top 10 ASB problems and focused upon on three key areas: neighbourhood nuisance, environmental nuisance and City and Town centre disorder.

**Partnerships and Community**

- A review of Race/ Hate crime has taken place with new protocols in draft form; these new protocols are to be implemented across the BCU.
- The partnership continues to enjoy good relationships, with the Local Strategic Partnership (LSP) with the Wakefield District Partnership being awarded a Local Area Agreement from March 2006. 4 mini LSP's have been formed around constituency areas, and delivery of the 2005/8 CDRP strategy is being delivered through theme groups and three area groups, chaired by the Chief Inspectors.

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- All repeat incidents/ locations are now allocated to NPT staff members as are any Race/ Hate incidents.
- Community Cohesion is being progressed with the council and under a renewed focus after the incidents of domestic terrorism.

**District resourcing model and impact on supporting budgets**

- Over recent years Wakefield BCU has had difficulty achieving a balanced budget and carried forward an overspend for 2005/6. The Force has recognised the difficulties faced by BCU's of managing allocated budgets and has undertaken a review.
- Wakefield BCU as a result of the review has seen a significant growth of 13 Sergeant posts, 65 Constable posts, 18 PCSO posts in the first instance. Whilst welcomed, this growth has had an impact on BCU; all 13 Sergeants were newly promoted and the majority of Constable growth has been in Probationers with intakes of 12 Probationers affecting the January, March and April budgets (Average number of Probationers for the BCU is between 5 and 7 per intake). This has significantly impacted on the BCU's ability to provide Tutor Constables and many of these Probationary officers will not achieve independent Patrol status until October this year.

**Crime Management**

- A new unit, led by a sergeant and staffed with two police officers, two police staff evaluators and two clerical support staff has been set up and located at Wood Street. The aim of the unit is to introduce improved supervision of investigation, more professional crime management and effective screening process. In particular focus will be on reducing officer workloads in order to create more effective patrol, arrest/ stop search activity and more professional investigation.
- The Domestic Violence Unit has been realigned under Crime to provide greater emphasis on proactive enforcement and investigation. The unit is shortly due to be relocated to Pontefract to have closer alignment to CID.

**Changes to custody procedures**

- Following a death in custody a number of officers are currently suspended from duty whilst Humberside Police continues their investigation in the circumstances of the incident.
- Staffing levels across the custody teams have increased with additional Detention Officer (DO) posts, giving a total of 16 DO's currently with further 5 due to arrive in August. This increase is aimed at providing a minimum of Custody Officer, Constable and 2 DO's per shift.
- Thematic visits to custody areas have been undertaken by Force HQ departments, with Pontefract and Wakefield receiving visits during April and May 2005 resulting in improvements and repairs to cells.
- Constant supervision, in light of recent deaths in custody greater has resulted in greater cognisance of prisoners 'at risk' by the BCU. Analysis of information shows average hours of constant supervision per rota for each set of six working days is 41 hours, with a high of 155 hours.

**Prisoner Handling Units**

- There are now two sergeant led units based at Wakefield and Pontefract. The units are used as a springboard for improving officer investigative skills and release patrol officers back onto patrol by picking up the processing of a large proportion of unplanned arrests.

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**Tutor Group**

- Following recommendations from HMIC the BCU has increased the time a probationer spends on the tutor group by 3 months. This time is either spent in the City Centre/ Town centres or with the rural NPT's.
- The "tutor group" is recognised as complying with best practice and adheres to the principles of Probationer Development Units (PDU). Community placements are organised with organisations such as Age Concern. The PDU within the BCU is also an identified NPT with officers currently being allocated specific beats.





**Accommodation moves**

- Increased staffing levels in particular due to reviews of Road Traffic, closer working relations with Criminal Justice Services, Crown Prosecution Services and expanding Intelligence Units has required a restructure of Departments within the existing estate.
- The Division has recently leased at the cost of £10,000 per year a local property to house some locker accommodation. Other moves are trying to be managed within a reducing budget.

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## 2. Performance Summary

The below crime performance summary shows the BCUs performance for the 12-month period July 2004 to June 2005, compared to the same period the previous year and the MSBCU group:

<p>Good – Getting Better</p> <ul style="list-style-type: none"> <li>• Domestic Burglary per 1000 households</li> <li>• Robbery per 1000 population</li> </ul> 	<p>Good – Getting Worse</p> <ul style="list-style-type: none"> <li>• % Robbery detected</li> </ul> 
<p>Poor – Getting Better</p> <ul style="list-style-type: none"> <li>• Total Crime per 1000 population</li> <li>• % Total Crime detected</li> <li>• % Domestic Burglary detected</li> <li>• Vehicle Crime per 1000 population</li> <li>• % Vehicle Crime detected</li> <li>• Violent Crime per 1000 population</li> <li>• % Violent Crime detected</li> </ul> 	<p>Poor – Getting Worse</p> 

**Crime Performance Table-**The table below shows the supporting 12-months data for Wakefield BCU:

Performance Indicator	July 03 to June 04	July 04 to June 05	% Change	MSBCU Group mean for 2004/05 period	The BCUs ranked position for 2004/05 period
<b>Recorded crime per 1000 pop.</b>	139.20	116.62	-16.22%	108.43	10/13
<b>Recorded crime detection rate</b>	22.13%	24.46%	2.33 p.p.	28.38%	12/13
<b>Domestic burglary per 1000 hh's</b>	22.11	15.12	-31.62%	15.82	8/13
<b>Domestic burglary detection rate</b>	15.54%	16.77%	1.23 p.p.	19.96%	10/13
<b>Robberies per 1000 population</b>	0.76	0.56	-25.73%	0.87	4/13
<b>Robbery crime detection rate</b>	38.17%	30.17%	-8.01 p.p.	27.28%	6/13
<b>Vehicle crimes per 1000 pop</b>	22.42	16.40	-26.85%	15.03	10/13
<b>Vehicle crime detection rate</b>	9.00%	14.58%	5.58 p.p.	14.72%	5/13
<b>Violent crimes per 1000 population</b>	24.52	22.87	-6.71%	21.98	9/13
<b>Violent crime detection rate</b>	45.17%	45.65%	0.48 p.p.	56.10%	13/13

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

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**Summary**

When looking at the above table and supporting charts, one can note that the BCU has made improvements in volume crime performance, especially for volume crime reduction. This is highlighted by the fact that the BCU has seen a 16.22% fall in total crime, which is broken down into offence group in the following table:

	July 03 to June 04	July 04 to June 05	% Change
FRAUD AND FORGERY	2341	1332	-43.10%
BURGLARY	7427	5169	-30.40%
ROBBERY	241	179	-25.73%
THEFT & HANDLING	15949	12783	-19.85%
VIOLENCE AGAINST THE PERSON	7210	6724	-6.74%
CRIMINAL DAMAGE	9860	9546	-3.18%
OTHER OFFENCES	346	337	-2.60%
SEXUAL OFFENCES	353	377	6.80%
DRUG OFFENCES	578	670	15.92%

**Points of concern**

A point of concern can be noted for the detection rate for robbery as the rate has fallen by eight percentage points; however this performance still places the BCU 6<sup>th</sup> out of 13 in their MSBCU group.

Also the current trend in the violent crime detection rate shows evidence of emerging deterioration and is eleven percentage points below the MSBCU group average. The BCU Command team have recognised this as an area of priority.

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**3. Inspection Recommendations**

<b>Recommendation 1</b>	
<p><i>That the BCU SMT review the allocation of geographic responsibilities to inspectors. The review must give consideration to dedicating three inspectors to leading the three neighbourhood action teams and making them accountable for developing reassurance policing and engagement within these areas.</i></p>	
<b>Action taken by BCU</b>	<b>Measurable Impact</b>
<ul style="list-style-type: none"> <li>• An extensive review of the Policing style of Wakefield BCU has been undertaken which included consultation with all officers at Inspector rank and incorporated the proposal to appoint inspectors to lead the identified Neighbourhood Action Teams.</li> <li>• A recent Force review on funding arrangements has taken place with the proposal for three additional inspector posts</li> </ul>	<ul style="list-style-type: none"> <li>• The Neighbourhood Action Teams have now been put in place which has a clear remit and dedicated police team which also include Police Community Support Officers (PCSO's) and identified council patrollers jointly tasked using police systems.</li> <li>• Inspector posts have been created to accommodate the new policing arrangements</li> <li>• Wakefield is the Pathfinder BCU for West Yorkshire Police in relation to the national project of 'Professionalising the business of Neighbourhood Policing'. Within a recent readiness assessment undertaken by Centrex the BCU has been graded either green or amber in all themes/criteria.</li> <li>• Overall the BCU has made significant progress in developing Neighbourhood Action Teams. Clear accountability processes are apparent with a clear remit based on four aims: Consultation Enforcement Environment and Community Development</li> </ul>

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<b>Recommendation 2</b>	
<p><i>That the BCU substantially increase the number of officers dedicated to policing specific geographic areas to provide a visible, accessible and familiar policing face. The BCU SMT should also introduce an abstraction policy for such officers and for officers on neighbourhood action teams.</i></p>	
<b>Action taken by BCU</b>	<b>Measurable Impact</b>
<ul style="list-style-type: none"> <li>• In tandem with recommendation 1 the staffing requirements to support the Neighbourhood Action teams have been reviewed and increased</li>   <li>• An abstraction policy for neighbourhood Action Teams has been developed by the BCU.</li> </ul>	<ul style="list-style-type: none"> <li>• Over the last twelve months the staffing levels across the Neighbourhood Action Teams have been increased by: <ul style="list-style-type: none"> <li>1 Sergeant</li> <li>6 Constables</li> <li>20 PCSO's</li> <li>A number of Special Constables</li> </ul> </li>   <li>• The above staffing is also linked with the deployment of 19 Local Authority Patrol Officers</li>   <li>• Officers across the BCU were aware of the abstraction policy and the plans for the formal introduction once the summer 2005 annual leave period has elapsed.</li>   <li>• Neighbourhood Policing Teams have seen considerable investment of resources by the BCU which is having a positive impact in progressing Neighbourhood Policing.</li> </ul>



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<b>Recommendation 3</b>	
<p><i>That the BCU SMT, in conjunction with Force headquarters, takes action to ensure that CS and unarmed defensive tactics and baton training is delivered, so that all operational officers meet minimum training requirements for use of this equipment and that records of such training are properly maintained.</i></p>	
<b>Action taken by BCU</b>	<b>Measurable Impact</b>
<ul style="list-style-type: none"> <li>• A full audit of each teams skills has been undertaken by the BCU to verify the current position with the training and maintenance of qualifications of officers in relation to unarmed defensive tactics and CS spray.</li> <li>• Discussions within Divisional Management Team Meetings has resulted in monitoring arrangements being set up to identify staff not attending planned training dates</li> <li>• Each team leader within the BCU has been requested to provide full written details of staffs accreditation and training dates to ensure the training database remains current</li> <li>• The BCU has requested additional training dates from headquarters to support the need on the BCU for timely training of personnel</li> <li>• The ‘duties’ team within the BCU have been allocated the responsibility for course allocation for all staff for both unarmed defensive tactics and CS spray training</li> </ul>	<ul style="list-style-type: none"> <li>• The BCU Senior Management Team are fully aware of the updated profile, skills and accreditation of all staff within the BCU in relation to unarmed defensive training and CS spray.</li> <li>• All representatives of the Divisional Management Team are now aware of the raised status of unarmed defensive tactics and CS Spray training and the priority for all staff to maintain their accreditation.</li> <li>• Whilst it was disappointing to establish there was limited progress towards this particular recommendation at the time of the re-inspection, it is apparent following updated information and BCU consultation with Force headquarters that a comprehensive action plan has been drawn up to swiftly address the current status of accredited officers.</li> </ul>

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<b>Recommendation 4</b>	
<p><i>That the BCU SMT review the processes for changing and communicating policy. This review should seek to provide a system that provides clarity of process and communication and enables understanding of changes to be checked.</i></p>	
<b>Action taken by BCU</b>	<b>Measurable Impact</b>
<ul style="list-style-type: none"> <li>A new policy protocol has been implemented within the BCU which has been circulated throughout the Senior Management Team and Team Leaders meetings. It includes communication methodology for any new policy which incorporates intranet circulation on the BCU 'team brief'</li> </ul>	<ul style="list-style-type: none"> <li>New policies are discussed and agreed within both forums outlined and staff spoken with during the revisit were aware of the process and where to look to for information.</li> <li>A number of examples of policy changes using this forum were viewed on the intranet by the re-inspection team</li> </ul>

<b>Recommendation 5</b>	
<p><i>That the BCU SMT immediately revoke the decision that CID officers will only investigate life-threatening assaults and the previous policy on the investigation of grievous bodily harm should be reaffirmed and communicated to all staff and acted upon. A detective sergeant or detective inspector should personally supervise all such investigations. The detective chief inspector should introduce a system for quality assuring the standards of investigation for all violence offences.</i></p>	
<b>Action taken by BCU</b>	<b>Measurable Impact</b>
<ul style="list-style-type: none"> <li>The above directive regarding the criteria for investigation protocols in relation to serious assaults has been rescinded and a new policy formulated</li> </ul>	<ul style="list-style-type: none"> <li>Staff were aware of the current policy which requires at minimum CID to be informed of any serious assault with guidance being provided for relevant investigative processes.</li> <li>All staff spoken with during the re-inspection process were aware of the new policy and compliance with it was established.</li> </ul>

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**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

**5. Conclusions**

- The re-inspection team considers four of the five recommendations made following the BCU Inspection in May 2004 to have been fully addressed. Performance is improving in respect of a number of force and BCU priorities.
- In respect of recommendation three (training of unarmed defensive tactics and CS spray) it was apparent little progress had been made prior to the re-inspection. However, a comprehensive and resourced plan has now been actioned by the newly appointed BCU Commander which satisfies the inspection team that this area will be resolved as soon as practicable.
- A number of suggestions were also made during the initial inspection report. The re-inspection team has examined the BCU response to these suggestions and is satisfied that action has been or is being taken to address them.
- Whilst the Senior Management Team was newly formed the re-inspection team found them all to have support of staff and a strong commitment to driving forward continuous improvements to further progress identified areas of business within the BCU.

Kevin Mayhew  
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