

**Cumbria Police Authority  
Audit and Performance Committee  
3 November 2005**

**Agenda Item No. ....**

**North Cumbria BCU HMIC Action Plan - Update**

**A Report by the Chief Constable**

**SUMMARY**

North Cumbria BCU is due to be re-inspected by HMIC on 24 October 2005 when the six recommendations that were made during the original inspection in 2003 will be revisited. The original re-inspection in February 2005 identified areas where improvements could be made. A comprehensive Action Plan was developed and considerable progress has been made to address these recommendations. Recent performance data indicates improvements across all key areas of crime.

**RECOMMENDATION**

That Members note progress to date.

**DETAIL**

Updated Action Plan attached

**Michael Baxter  
Chief Constable**

Summarised below are the recommendations and the key outputs that have impacted on these.

### **RECOMMENDATION 1**

**Her Majesty's Inspector of Constabulary recommends that the SMT consider ways to better engage BCU inspectors within strategic BCU managerial structures to maximise the benefits that may be derived from the skills, enthusiasm and commitment of this group. Strategies need to be considered as to how inspectors can make better use of their time at work.**

#### **Key Outputs**

- The development of monthly Senior Management Group meetings, combining the existing Quarterly Full Management Team Meeting, Resource Management Group and monthly Inspectors meetings.
- Since the 9<sup>th</sup> May 2005 the BCU has introduced a dedicated Custody Manager at Inspector rank, which combines the responsibility for the T&CG Daily Management Meetings and routine PACE activities. This role has released LPT inspectors, allowing them to optimise their available time and concentrate on LPT activities. This has also introduced a consistent approach to daily tasking

### **RECOMMENDATION 2**

**Her Majesty's Inspector of Constabulary recommends the North BCU SMT, in close liaison with headquarters, confirm, drive, promote and lead its local policing team strategy. In addition, they must ensure that all staff within the BCU understand their responsibilities in this respect and each person must understand how they personally relate to and support others within the LPT philosophy. The focus of LPTs needs to be on intelligence led, proactive and coactive operations with partners with a view to translating this investment into real performance gains against BCU crime and disorder reduction/detection targets.**

#### **Key Outputs**

- LPT implementation Plan reviewed and implemented on 9<sup>th</sup> May 2005
- Deployment Plan circulated to all staff and incorporated in local briefings by LPT Inspectors.
- Ongoing work with Communications Centre to ensure consistent deployment. Chief Inspector (ops) holds meetings with Chief Inspector Communications Centre to discuss related matters. Feedback received by the Chief Inspector Communications Centre is that the Deployment Plan provides clarity and is being well received by staff in the Communications Centre.
- LPT supervisory structure has been reviewed with the attachment of one additional patrol sergeant to each City-based LPT following realignment of posts within BCU.
- Core duty hours rostered for LPT Community Constables - 0800—0000 midweek and 0800—0300 Friday Saturday, this to provide at least one duty Community officer during these times on each LPT.
- Keynote briefing circulated to all staff providing clarity of role and associated issues; this has been reinforced through LPT briefings.
- Dedicated problem solving officers are to be introduced within each City LPT and initially one covering the Rural LPTs, with direct link to Community Safety.

### **RECOMMENDATION 3**

**Her Majesty's Inspector of Constabulary recommends that the SMT, in close liaison with headquarters and in light of the ongoing national Best Value review of training, review all aspects of training and development on the BCU. This should include consideration of the feasibility of a dedicated tutor unit, to ensure a strategic focus upon training and development for personal and organisation needs and priorities.**

#### **Key Outputs**

- An Area Training Panel has been developed that will be tasked with reviewing all aspects of training on the BCU against the Annual Force Training Plan and Training Budget.
- Professional Development Unit (PDU) developed in BCU with dedicated Sergeant and 5 full time Tutor Constables. Accommodation sourced at City West LPT base.

### **RECOMMENDATION 4**

**Her Majesty's Inspector of Constabulary recommends that through full consultation, the BCU SMT develop a formalised team and individual performance review process linked to the PDR system for all staff. This should be with a view to creating a performance regime, which defines the importance of individual contributions towards the BCU targets and priorities.**

#### **Key Outputs**

- Performance Monitoring at individual officer level has been introduced across the BCU.
- Framework consists of individual measures set against Force/BCU priorities. The whole ethos of the process is to engage officers in relation to the Control Strategy and BCU Policing Plan, with the aim of developing a performance culture at all levels within the BCU.
- Similar processes have been introduced within specialist departments, to better capture and reflect their core functions.
- Weekly performance reviews, chaired by BCU Commander are held, all LPTs and departments are represented, either by their Inspectors or Sergeants, and performance issues are discussed and actions set. This meeting looks at a wider spectrum of performance than the Force PDC and is now well established within the BCU.
- Personal performance measurement is becoming integrated into this process
- New PDR system introduced and individual objectives are linked to BCU and Force priorities. Completion rate for North Cumbria is 99% for Police Officers and 91% for Police Staff that are the best in the Force.

### **RECOMMENDATION 5**

**Her Majesty's Inspector of Constabulary recommends, that in liaison with Headquarters, the BCU put in place a comprehensive implementation plan with identified milestones and target dates for the final stages of the implementation of the NIM within the BCU. In addition the effectiveness of the BCU proactive structures should be reviewed to ensure the BCU has the capacity to successfully address crime trends across the full range of BVPI targets.**

#### **Key Outputs**

- Dedicated team set up in BCU over a six-week period in April 2005 to work on the BCU NIM implementation plan.

- Dedicated NIM compliant briefing room created at the Citadel with full electronic display equipment
- Since the 9<sup>th</sup> May 2005 the BCU has introduced a dedicated Custody Manager at Inspector rank, which combines the responsibility for the T&CG Daily Management Meetings and routine PACE activities. This has introduced a consistent approach to daily tasking
- Revised intranet briefing system in place in line with the new structures.
- Electronic Daily Tactical Menu/Top 10 briefing items and Patrol Strategy.
- 'Six Pack' debriefing document now being utilised by all LPT staff.
- NIM briefing boards introduced across all LPTs.
- NIM awareness training delivered to all LPTs.
- Training to front line Sgts/Insp's has been delivered in critical areas of activity including briefing/de-briefing
- Proactive team with dedicated Sergeant and rolling programme of Constables was introduced in March. This team principally deals with hot intelligence from daily tasking/Prolific Offenders.
- Relationship between AIU and LPTs has been strengthened this links in with the proactive teams and compliments the LPTs by joining all this together.
- IMU assistance is in place to increase analyst capability for BCU.

### **RECOMMENDATION 6**

**Her Majesty's Inspector of Constabulary recommends that the SMT comprehensively review all briefing and de-briefing structures within the BCU. They should ensure there are clear links with NIM structures to maximise cross team proactive and reactive operations through quality controlled tasking and briefings which are focused upon BCU priorities.**

#### **Key Outputs**

- Dedicated NIM compliant briefing room created at the Citadel with full electronic display equipment
- Revised intranet briefing system in place in line with the new structures.
- Electronic Daily Tactical Menu/Top 10 briefing items and Patrol Strategy.
- 'Six Pack' debriefing document now being utilised by all LPT staff.
- NIM briefing boards introduced across all LPTs.
- NIM awareness training delivered to all LPTs.
- Training to front line Sgts/Insp's has been delivered in critical areas of activity including briefing/de-briefing
- Relationship between AIU and LPTs has been strengthened this links in with the proactive teams and compliments the LPTs by joining all this together.
- Patrol Staff are briefed centrally within Carlisle at The Citadel they then deploy to LPT Areas, this ensures awareness of wider issues and those that cross boundaries.

**Performance**

The attached chart shows that the performance in North Cumbria based on the data supplied by iQUANTA (last update August 05) has shown quarter on quarter improvements in all key crime areas with the exception of vehicle crime where there has been an increase of one crime.

Crime Type	Quarter 1 March – 31 May 05	Quarter 1 June – 31 August 05	Change
All Crime	4202	3942	Down 260 (6%)
Domestic Burglary	156	136	Down 20 (13%)
Robbery	19	13	Down 6 (32%)
Vehicle Crime	417	418	Up 1 (0%)
Violent Crime	851	782	Down 69 (8%)
Criminal Damage	1216	1021	Down 195 (16%)
Non dwelling Burglary	315	277	Down 38 (12%)
Detections	868	969	Up 101 (12%)

Data Source - iQUANTA

The most recent Force Performance pack for September 05 indicates a continued improvement in all Crime categories: -

Crime Type	August 05	September 05	Change
All Crime	1390	1250	Down 140(10%)
Domestic Burglary	51	43	Down 8 (16%)
Robbery	4	2	Down 2 (50%)
Vehicle Crime	146	134	Down 12 (8%)
Violent Crime	293	235	Down 58 (20%)
Criminal Damage	368	324	Down 44(12%)
Non dwelling Burglary	81	63	Down 18 (22%)
Detections	270	409	Up 139 (51%)

Data Source – Performance Development Pack September 05