

**Devon and Cornwall Police Authority Performance Management Committee
26 September 2006**

Open for the purposes of FOI Act

Joint Report of the Force Performance Manager and the Chief Constable

HMIC BCU Inspection Process – Going Local 3

Recommendation(s):

- (i) **For members to note the content of the report.**

Introduction / Summary

1. The purpose of this report is to make members aware of the BCU Inspection process to be adopted by HMIC with effect from October 2006.
2. At the CIPFA Police Advisory Network seminar held in Bristol on 6 June 2006, a presentation was given by Chief Superintendent John Bainbridge, outlining the revised HMIC Going Local 3 BCU inspection process.
3. The new process has evolved from the learning obtained through three pilots conducted in Northumbria, Hertfordshire and in the Metropolitan Police area. Initial thoughts that every BCU should complete a self-assessment each year have been shelved as bureaucratic and unnecessary. The new process relies upon a risk assessment (performance review) and intelligence led examination of every BCU to flag those in need of support but balanced by a review of excellent performance to promulgate good practice where apparent. Where a BCU is identified for inspection the programme will be tailor made to meet BCU need. The process fosters the concept of earned autonomy through good performance.
4. It has been agreed that Going Local 3 will commence in October 2006. Two full cycles will be completed each year beginning in October and April.
5. The process will consist of six stages:

5.1 Stage One – Defining the ‘long list’ (October / April)

Every BCU in the country will be examined against the following criteria:

- BCU performance against the Most Similar BCU Grouping (examines comparative performance over 3 years and 12 months using a methodology known as the ‘Boston Box’)
- Performance against the priority themes contained within the National Community Safety Plan
- Baseline Assessment priority themes (see below)

Ad hoc and unannounced visits may be made to BCU’s to quality assure and validate information gathered at any stage.

This stage will result in about 8 to 15 BCU’s being identified in each region that will populate the ‘long list’. It was emphasised there are no regional ‘quotas’ and that BCU’s will be selected against the specified criteria.

5.2 Stage Two – Commissioning Self-Assessments (November / May)

Every BCU on the long list is then invited to complete and return a self-assessment within four weeks. The self-assessment is modelled upon the Force Baseline Assessment process and seeks

evidence of performance broken down into the PPAF domains. This is a substantial piece of work and BCU's will have four weeks to complete the document (copy attached). It is suggested that a single co-ordinator is appointed from the BCU and that the evidence is then quality assured by the Force Review and Inspection Team. The pilots have shown the evidence gathered by BCU's for Going Local 3 greatly assists preparation of the Force Baseline Assessment return.

5.3 Stage Three – Determining the 'short list' (December / June)

HMIC will validate and critically review the content of the self-assessments. Account will be taken of the force context and reference made to any other relevant performance or inspection reports. Particular attention will be given to performance against Baseline Assessment priority themes. It is assumed these 'priority themes' will be those parts of the Baseline Assessment framework that HMIC will inspect against at a Force level in 2006 e.g.

- Fairness and Equality
- Customer Service and Accessibility
- Managing Critical Incidents and Major Crime
- Tackling Serious and Organised Criminality
- Improving Forensic Performance
- Criminal Justice Processes
- Reducing Anti Social Behaviour
- Protecting Vulnerable People
- Contact Management
- Providing Specialist Operational Support
- Strategic Roads Policing
- Human Resources Management
- Race and Diversity -Internal Organisation
- Managing Financial and Physical Resources
- Information and Communication Technology Management
- NIM
- Leadership
- Performance Management and Continuous Improvement

It is anticipated this stage will result in a 'short list' being compiled that will contain approximately 4 to 6 BCU's from each region. This is approximately 7 to 10% of BCU's nationally, creating an annual inspection programme of 14 to 20% annually. Details of the long and short lists will be shared with the PSU and the Home Office Police Performance Steering Group (PPSG). It is intended an inspection will always precede any intervention process instigated by the PPSG and conducted by the PSU.

5.4 Stage Four – Conducting BCU Inspections (From January / July)

The product of the self-assessment will be used to tailor an itinerary to meet the BCU's particular needs. The HMIC inspection team may include thematic specialists to match any identified weaknesses in BCU performance e.g. criminal justice issues. The inspection team will consist of about four people and the length of the inspection process will vary depending upon the size of the BCU and the nature of the performance issues of concern. Current inspection fieldwork methodology will be applied seeking to triangulate any areas for improvement.

A leadership audit will be completed in every case. This will include:

- Questionnaire / staff survey (30% of staff to a maximum of 220)
- One to One interviews (ACC – BCU Commander line manager, BCU Commander, BCU Superintendent(s) and BCU Business manager)
- Focus Groups (SMT – not those already interviewed, Inspectors and police staff equivalent, Sergeants and police staff equivalent, Constables and police staff equivalent, Special Constabulary and PCSO's) 10 staff in each with mixture of roles.

A copy of the protocol has been obtained and is attached. Other specialist audits will be commissioned as the needs arise. The inspection stage will conclude with a hot de-brief to provide an opportunity for immediate comment by the BCU Commander.

5.5 Stage Five – Completing the report (Within four weeks of conclusion of inspection stage)

The inspection team leader will prepare the report and the first draft will be ready within four weeks. This will include an executive summary and the audit findings. There will be recommendations made, with an expectation that these will be completed, together with 'management considerations' which will be discretionary. The timings for completion of the recommendations will be agreed and set into a 'notional contract'. The anticipated performance uplift will be expressed in the terms of quartile improvement against the most similar BCU family. The final draft of the report will be shared with the relevant ACC and BCU Commander for comment on factual accuracy.

5.6 Stage Six – BCU revisits (Six to twelve months after the initial inspection)

The revisit will be timed in accordance with the completion dates set in the 'notional contract' and will examine progress against recommendations, management considerations and the uplift in performance achieved. Again there will be a hot debrief with the BCU Commander and a report will be prepared within two weeks.

Possible outcomes recorded in the report against the recommendations include:

- Complete
- Partially complete
- No longer appropriate

If it is deemed that insufficient progress had been made or that performance continues to be comparatively poor in comparison to the most similar BCU family, then referral will be made to the PSU for intervention procedures to be commenced.

6. The Force Performance Analyst, Dr Bullock, is replicating the methodology used in creating the 'Boston Box' to predict the likelihood of any of our BCU's appearing on the 'long list'. The Leadership Audit protocol is under review by the Force Principal Analyst, Ms Poole, to identify whether a benchmark has been determined through use in the pilot process and the suitability of the process for internal adoption.

Contact: for further information

Superintendent Ian Ansell

Commander, Corporate Services Department

01392 452711

E-mail ian.ansell@devonandcornwall.pnn.police.uk