



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

**OF**

**THE HUMBERSIDE PERFORMANCE  
IMPROVEMENT INSPECTION**

**March 2008**

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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. 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.

His initial revisit took place during the summer of 2007 with a report being published in August of that year. At that time, 1 of the 10 recommendations had been progressed to the point where he was able to sign it off as implemented.

This report sets out the findings of the Inspector's second revisit on 28 February 2008. It focuses on the nine 'outstanding' recommendations from the original report. No additional comment will be made on the recommendation 'signed off' in August 2007. Remarks made within this report, about any progress made towards implementation of the nine recommendations, should be interpreted as direct follow up comment from that made in terms of the initial revisit.

A traffic light grading system, as follows, has been used to assess progress against each of the recommendations made in the original report.

## **Criteria for traffic light grading – Humberside Police 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 revisit has confirmed a further four recommendations have progressed to the point where they can be 'signed off' as implemented.

Progress is also being made on the remaining five recommendations. He is confident that if the actions which were reported as ongoing in respect of those recommendations have been delivered, then some 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 28 February 2008. Verbal feedback was provided to the deputy chief constable (DCC) on 29<sup>th</sup> February 2008.

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 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 continued to undertake a great deal of work to implement the recommendations made in the original report. 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 community safety unit (CSU), headed by a superintendent, within the corporate development branch (CDB) has now been established.

The force crime reduction strategy has not yet been subject of review however this is planned. Once this has been undertaken and a 'new' comprehensive strategy produced, HMI considers that the recommendation will have progressed to the point where it can be 'signed off' as implemented.

Currently, the recommendation remains 'live' and graded 'Amber'.

<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>GREEN</b>

Confirmation was received that the audits necessary to fulfil the requirements of this recommendation have been undertaken and reported to the force Audit Board. Action plans have been developed and it is proposed to undertake further audits in the future to ensure ongoing compliance with the action plans.

HMI is satisfied that this recommendation has progressed to the point where he is able to sign it off as implemented.

### **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**

Confirmation was received that a project management approach, under the control of a superintendent, has been adopted to address the requirements of this recommendation.

Four separate work streams have been established as follows:

- Integrating serious and organised crime and counter terrorism with neighbourhood policing;
- Risk assessment;
- Performance management; and
- Resource management.

Evidence was provided that sound progress is being made to advance each work stream.

Though pleased with the advances made, HMI considers that the recommendation has not progressed to the point where he can sanction 'sign off'. He does believe, however, that given the impetus evidenced, if progress is enhanced by the time of his next revisit scope may exist to 'sign off' the recommendation at that time.

Current status – 'Amber'

#### **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 'new' assistant chief officer (human resources) has now been appointed. He is undertaking a fundamental review of the HR function and its future direction. He is very keen for the function to be supportive of the operational arms of the force.

This recommendation is progressing and it is anticipated that a report will be presented to the chief officer group in May 2008.

Though progress has been made, the recommendation remains 'live' and graded 'Amber'.

#### **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**

Confirmation was received that the two separate work streams comprising the HR

department's identification of 'key' posts suitable for conversion to provision by police staff, together with the work considering business processes, in accordance with workforce modernization (WM) principles, have now been merged under the WM project board, currently chaired by the DCC.

This work is ongoing and links to recommendation 4. It remains 'live' and continues to be graded 'Amber'.

### **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.**

**GREEN**

The head of training confirmed that the organisational skills audit has commenced and its outcomes are being linked to a revised PDR process. It is anticipated that the audit will take up to two years to implement in full.

New training courses for operational inspectors, sergeants and police staff equivalent are now 'in place' addressing the needs of front line supervisors.

HMI is satisfied as to the commitment of the force to deliver this recommendation in full and is content to 'sign it off' at this point.

### **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.**

**GREEN**

An assistant chief officer (human resources) was appointed in February 2008. He is driving the requisite review of personnel and training.

The requirements of this recommendation have been fulfilled and HMI is therefore able to sign it off as complete.

### **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 process of broadening the assessment of performance is being actively progressed. A rationalised set of performance measures that take cognisance of national, police authority and the targets of partner organizations, eg local area agreements, are being developed. Causation factors are also being examined in more detail via the Operation Pegasus meeting and the violent crime 'task and finish' group.

The force is undertaking a more informed analysis of the problems and HMI is satisfied that it is developing a better understanding of causation factors related to crime. He is also satisfied with the progress made to date with training issues relating to performance management techniques.

Confirmation was received of a number of initiatives, including the production of a DVD, emphasising the importance of the citizen focus agenda. A number of additional initiatives are also being progressed. HMI is confident that should these be finalised, the recommendation can be 'signed off' at the time of his next revisit.

He concludes this recommendation currently remains 'live' and should continue to be graded 'Amber'.

### **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.**

**GREEN**

The 'new' strategic development team meetings are now 'in place' and held bimonthly. This forum addresses 'key' issues arising from the corporate plan and debates strategic planning, change management and risk assessment. Major corporate issues impacting on the force are also discussed.

HMI is satisfied that the force has made sufficient progress on this recommendation for him to consider it implemented.

## **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 continuing 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 six 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.