

**HM Inspectorate of Constabulary
Allington Towers, London Regional Office**

**Follow-up Visit to Ealing BOCU
Metropolitan Police Service**

BCU Inspection Conducted – January 2007

Follow-up Visit Conducted – March 2008



Performance Data

Date of Inspection	Lead Inspector	BCU Commander	Date of final report	Date of monitoring visit
29 th Jan- 2 nd Feb 2007	Nicola Grevatt	C/Supt Colette Paul	Mar 2007	4 th March 2008

Performance indicator	Original Inspection Performance (Jan 06 – Dec 06)	Re-visit Inspection Performance (Jan 07 – Dec 07)	Change	Direction
Recorded crime (TNO) reduction	-0.8%	-5.96	-5.16pp	✓
Recorded crime (TNO) MSBCU position	11/15	11/15	N/C	N/C
CR Quartile Position	3	3	N/C	N/C
Recorded crime (TNO) sanction detection rate	19%	24.9%	5.9pp	✓
Recorded crime (TNO) SD MSBCU position	14/15	5/15	-9	✓
SD Quartile Position	4	2	-2	✓
Residential burglary reduction	-7.5%	-4.1%	3.4pp	✗
Residential burglary MSBCU position	14/15	12/15	-2	✓
CR Quartile Position	4	4	N/C	N/C
Residential burglary sanction detection rate	16.2%	7.7%	-8.5pp	✗
Residential burglary SD MSBCU position	8/15	14/15	6	✗
SD Quartile Position	3	4	1	✗
Robbery reduction	27.8%	-30.6%	-58.4pp	✓
Robbery MSBCU position	11/15	11/15	N/C	N/C
CR Quartile Position	3	3	N/C	N/C
Robbery sanction detection rate	9.7%	15.7%	6pp	✓
Robbery burglary SD MSBCU position	14/15	7/15	-7	✓
SD Quartile Position	4	2	-2	✓
Vehicle crime reduction	11.6%	-12%	-23.6pp	✓
Vehicle crime MSBCU position	13/15	12/15	-1	✓
CR Quartile Position	4	4	N/C	N/C
Vehicle crime sanction detection rate	8.2%	6.8%	-1.4pp	✗
Vehicle crime SD MSBCU position	2/15	6/15	4	✗
SD Quartile Position	1	2	1	✗
Violent crime reduction	-0.7%	-5.2%	-4.5pp	✓
Violent crime MSBCU position	11/15	12/15	1	✗
CR Quartile Position	3	4	1	✗
Violent crime sanction detection rate	20.2%	28.8%	8.6%	✓
Violent crime SD MSBCU position	15/15	11/15	-4	✓
SD Quartile Position	4	3	-1	✓

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

2.1 Chief Superintendent Paul left the BOCU in September 2007 and has been recently replaced (January 2008) by Chief Superintendent Sultan Taylor. The Superintendent Operations has also recently left and has not been replaced; the position is currently filled by Chief Inspector Operations in an 'acting' capacity. These individuals have lost no time to take stock and continue to progress the recommendations arising from the HMIC inspection report, and the BOCU has made good progress towards full implementation. However, there remains some consolidation yet to be done to enable the BOCU to realise its full potential in terms of performance, specifically within the areas of Burglary (reduction and detection), Violent Crime (reduction) and Motor

Vehicle Crime (detection). That said, the BOCU has made significant progress elsewhere, notably in relation to robbery reduction and detection, an MPS priority which has driven the main focus of activity.

3. Inspection Recommendations

Recommendation 1	
<p>That the BOCU builds upon its emerging performance management framework by reference to the national document entitled 'Managing Police Performance' and creates a simplified set of performance measures that best reflect the core activities of each unit/team in support of the BOCU priorities;</p> <p>Constructs a BOCU and separate Departmental performance pack that can be used as a primary reference point for discussion at the departmental PMM/IBM meetings;</p> <p>Prescribes the frequency and framework for performance management meetings held below inspector and police staff equivalent;</p> <p>Nurtures a performance culture across every part of the BOCU.</p>	
Action taken by BOCU	Impact
<p>The BOCU implemented a full review of existing performance management arrangements and a supporting range of management information. It has rationalised the framework, introducing a process that is capable of monitoring performance contribution at team level, tailored to reflect specific business areas and developing a management process that is mandated and structured. Management information is bespoke to business areas and used to hold the collective superintendents to account, as well as drive work in individual business areas.</p>	<p>Staff are aware of BOCU performance and their own individual contribution and to whom and by what means they are held to account. Relevant performance objectives are built into PDRs and there are regular scheduled meetings at team and individual level that are minuted and action planned, generating both focus and robust follow up processes, ensuring that progress is reviewed at regular intervals and variation acted upon. There are also daily/weekly business monitoring processes (e.g. DMM and T&CG) and relevant feedback loops, that enable prompt recognition of good work and remedial action where performance is unsatisfactory.</p>

Recommendation 2
<p>Demand Management.</p> <p>That the BOCU creates and implements a Demand Management Strategy that is designed to maximise efficiency opportunities, and is coordinated under the remit of 1 SMT member (the BBM) and which includes:</p> <ul style="list-style-type: none"> ➤ A review a core team establishment levels, overlaps and minimum strengths against their demand profile, acknowledge this is ongoing – but needs to be expedited; ➤ The creation of a capability to investigate Beat Crimes with a premium service being provided for priority crimes; ➤ Analysis work on repeat calls/crimes with problem solving interventions; ➤ Increasing the robustness of the Crime Screening policy and ensuring that investigations that are screened will deliver best detection potential. ➤ Continuing to maximise use of telephone investigation. ➤ Focusing on training operation staff (supervision is a key element here) in primary investigations, particularly in relation to crime recording accuracy and reducing current levels of over recording.

- Consideration of developing the workforce planning meeting into an E2E process review programme, focused on efficiency and demand monitoring.

Action taken by BCU	Impact
<p>The BOCU has implemented a newly agreed shift pattern that focused on distributing resources at periods of peak demand, having conducted a demand analysis. Feedback and monitoring indicates that there has been improvement over the last 4 months. The BOCU has the 2nd highest level of 'I' calls within the MPS and there is work still to be done to further improve response times. Work with the newly introduced IBO and Metcall is also showing signs of more efficiently managing response, through the better allocation and prioritisation of calls from the public.</p> <p>The BOCU is also developing analysis on repeat locations in its 'Top 10 Calls' initiative, which will bring a problem solving approach to bear on calls directed to the same venues over at least a three month period.</p> <p>TIB capacity has been increased and now exceeds the MPS average. The BOCU has also introduced more robust crime screening processes, as well as associated supervision requirements, which has seen the BOCU SD achievement improve significantly.</p> <p>A Beat Crime Unit model has been developed through consultation with staff and the unit is planned for launch in March 2008.</p>	<p>The BCU has produced a demand management strategy, which has been the responsibility of Superintendent Operations to co-ordinate and deliver. There is a tasking and review process enabling constant overview of progress; this is linked to the new work force planning process and staff movement across the BOCU is reviewed and planned, so that it is commensurate with demand variation, providing a means of deploying staff to meet demand intelligently. The ongoing review process also enables potential demand variations across the range of BOCU business to be monitored and proactively planned. The role of the EPF has also been developed as an integral part of the demand management process. Consequently, initiatives such as introduction of conditional deployment protocols for NHP teams; tasking and co-ordinating deployment of the MSC; introduction of a 'Soon' car staffed by the MSC; and problem solving in relation to repeat locations by neighbourhood teams, has served to raise the profile of the EFP, since they have had a very visible and tangible effect on BOCU performance.</p>

Recommendation 3

Human Resource Management

That the BOCU implements a change management process in relation to the expansion of its extended police family. The programme should be owned by Supt Partnerships, but developed as a project within an organisational tasking framework, ensuring that induction/integration, training/development (both newcomers and existing staff), accommodation, equipment issues can be managed and coordinated, ensuring that the return for the investment is realised efficiently and that staff are absorbed into the BOCU as seamlessly as possible and creating a corporate memory of the exercise.

Action taken by BOCU	Impact
<p>The BOCU has an EPF encompassing some 165 staff in roles ranging from PCSOs, MSC officers, Volunteers and Cadets. There is a comprehensive</p>	<p>The work of the EFP is consistently managed through the BOCU tasking process. There is a performance management framework which is</p>

<p>implementation/management strategy owned by Superintendent/Partnerships and co-ordinated by bespoke managers. The growth of the EFP and its successful integration into the BOCU is a significant achievement and has been delivered in full partnership with the Local Authority (which has funded 50 PCSOs). The strategy is focused on recruitment (there is a high level of ethnic representation, commensurate with the local community profiles), retention and progressing, with the ultimate aim of achieving a high percentage of its cadets/PCSOs/MSO officers being recruited into the MPS as regular officers. Over the past year 2 officers have been recruited into the MPS from the MSO and several PCSOs have been identified as potential fast track candidates into the MPS.</p>	<p>integrated into the mainstream framework, fully exposing the work and contribution of the EFP to all BOCU staff and the community of Ealing, since Superintendent/Partnerships also reports to the LA executive on a monthly basis. The EFP are representative of the BOCU community and have been used in high profile initiatives ranging from community cohesion events, to work in local school and test purchase operations. Consequently, the EFP are a high profile and productive addition to the BCU staff complement, with high visible levels of performance and contribution, but low levels of sickness and abstraction. The management and development of the MSO is good practice, with a training and developed model that has been recognised by the MPS as such. The local authority is also proactive in monitoring EPF performance (PCSOs in particular) and performs an oversight role in partnership with the BOCU.</p>
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Recommendation 4	
Community Intelligence Provision.	
<p>The BOCU should develop its SN focus desk capability in order to improve the quality of its analytical products and so better inform problem solving opportunities. E.g. Schools, demand management/repeat cad calls, repeat victims, etc.</p>	
Action Taken by BOCU	Impact
<p>The BOCU has struggled to develop analytical capability due to an inability to fill analyst's posts. That said, analytical products have improved and problem profiles are available, although these at times have been produced by NHP staff.</p>	<p>The BOCU has been able to generate problem profiles which it is using to inform its 'Top 10 Calls' in initiative.</p>

4. Monitoring assessment and follow-up action

<p>Have all recommendations been accepted and acted upon?</p>	<p>Yes and work continues.</p>
<p>Has the remedial action/implementation plan led to demonstrable improvement?</p>	<p>Improvement is marked, albeit work remains in some performance areas (see above). The new BOCU Commander will add momentum to the process bringing to bear past experience and building on the foundation laid by the outgoing BOCU Commander. Other BOCU</p>

	<p>achievements worthy of note are achievements in relation to Serious and Organised Crime, with the BOCU delivering the best MPS performance in relation to Operation Curb and Gun Crime reduction rates.</p>
<p>Has performance in relation to national/local targets improved? If not, are the reasons for deterioration understood (e.g. transition to National Crime Recording Standard) and being addressed?</p>	<p>Performance improvements have been significant across Robbery (reduction and detection), TNO and Violent Crime sanction detections. Burglary reduction and detection is challenging, as is Motor Vehicle Crime sanction detection and Violent Crime reduction. That said, the MPS focus and drive has been on Robbery reduction and detection that the BOCU has consequently delivered and will now focus more on Burglary, for which there is a plan in place under the aegis of Detective Superintendent.</p>
<p>Have any problems arisen since the Inspection that are likely to affect performance and merit further scrutiny by HMIC?</p>	<p>None.</p>
<p>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?</p>	<p>Nil.</p>

Nicola GREVATT
Chief Superintendent
HMIC (Allington Towers, London)