



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

**Follow-up Visit to Greenwich BCU
Metropolitan Police Service**

BCU Inspection Conducted – October 2006

Second Follow-up Visit Conducted – June 2009

Follow up/monitoring visits to inspected BCUs

Greenwich BCU - Metropolitan Police Service

Date of Inspection	Lead Inspector	BCU Commander	Date of monitoring visit
30 Oct – 3 Nov 06	C/Supt BAINBRIDGE	C/Supt WOOD	25–26 June 09

1. Performance information

Performance Indicator	Previous Comparative Performance (12 months to May 06)	Re-visit Inspection Performance (12 months to May 09)	Change	Notional Contract ¹	Direction
Recorded crime (TNO) Per/1000 Pop	139.45	126.98	-8.94%		√
Recorded crime (TNO) MSBCU position	12	10	2	<8	√
Recorded crime (TNO) SD rate	15.8%	22.0%	6.18 pp		√
Recorded crime (TNO) SD MSBCU position	12	14	-2	<12	x
Residential burglary Per/1000 Households	20.64	22.54	9.22%		x
Residential burglary MSBCU position	6	7	-1	<8	x
Residential burglary SD rate	9.0%	10.1%	1.09 pp		√
Residential burglary SD MSBCU position	8	11	-3	<8	x
Robbery Per/1000 Pop	5.65	4.69	-16.90%		√
Robbery MSBCU position	6	10	-4	<12	x
Robbery SD rate	10.5%	15.6%	5.09 pp		√
Robbery SD MSBCU position	12	9	3	<8	√
Vehicle crime Per/1000 Pop	17.96	18.38	2.35%		x
Vehicle crime MSBCU position	8	11	-3	<8	x
Vehicle crime SD rate	4.5%	3.9%	-0.59 pp		x
Vehicle crime SD MSBCU position	9	11	-2	<12	x
Violent crime Per/1000 Pop	41.96	36.58	-12.84%		√
Violent crime MSBCU position	10	9	1	<8	√
Violent crime SD rate	20.7%	29.3%	8.59 pp		√
Violent crime SD MSBCU position	10	11	-1	<12	x

1.1 The above table sets out performance against key national priorities before and after the point of inspection. Data used is taken from *iQuanta*, the police statistics system. The column entitled 'notional contract' comprises the MSBCU² performance outcome requirements. It is colour coded to indicate achievement. The final column entitled 'direction' indicates the direction of travel for performance since the time of inspection.

¹ Performance outcomes required within notional contract.

² Most Similar Basic Command Unit.

2. Significant developments

Detailed below are significant developments since the original inspection (e.g. boundary changes, changes to management team, increase/decrease in staff strength).

- 2.1 In May 2009, a new Chief Superintendent Wood took over as the Borough Commander for Greenwich BCU. In the same month, a new Superintendent transferred to the borough and took responsibility for Crime & Operations. The existing postholder took over responsibility for partnerships.
- 2.2 The borough's residential population of 223,100 is forecast to grow by 19% over the next decade. This compares with 7% for London as a whole. The transformation of the Millennium Dome into the new O2 centre has brought an increased number of some 8m visitors to the borough per annum, with associated increases in demand from the night-time economy. Belmarsh Prison is expected to triple its capacity by 2011 and significant regeneration work is underway in preparation for the 2012 Olympics.

3. Inspection recommendations

Recommendation 1

That the BCU Commander works with MPS senior line management (link commander) to review the current senior command team in terms of the skills, experience and leadership provided to the BCU. The objective should be to create a capable, cohesive and dynamic team with united vision. This will require:

- A senior command structure that clearly reflects BCU business and its priorities. It should underpin an organisational structure that is fit for purpose. There should be a consistent command chain and operating environment for BCU staff;
- The active and constructive engagement of all senior management team members in strategic decision and policy-making. This should help to create a leadership team that is franchised and committed;
- Middle and junior leadership and management should be included in all key decision making. This will again help create engagement and commitment;
- A range of communication processes that will enable consultation with staff in a meaningful and consistent way. This will foster engagement and promote confidence;
- A senior change manager who is able to implement these recommendations and management considerations.

Action taken by BCU since last revisit

- In the second year following the HMIC inspection, 'continuous improvement' strategy briefings have been both developed and delivered. These focus on what the borough has achieved, the context in which the borough operates, and current and future challenges. A staff survey was conducted at the end of each briefing. Final briefings were held during the evening, to enable MSC³, volunteers and Ward Panel chairpersons to attend;

³ Metropolitan Special Constabulary.

- Between November 2008 and January 2009, 13 briefings were held. The final briefing held on 30 April 2009 was an update for Greenwich MSC;
- A process was developed to cascade performance information through the BCU by rank. Monthly performance meetings were held by all teams using a common agenda and minutes template. Minutes of the meetings are to be stored on the borough's shared drive on the MPS corporate IT system (called Aware);
- The performance management structure was developed and discussed at senior management team (SMT) and BMT⁴ meetings in April/May 2008. The structure was also discussed at Chief Superintendent and Sergeants' meetings beginning on 23 May 2008. The instructions that accompany the process, and are to be used by all supervisors, were issued via email on 15 December 2008. Checks to ensure that meetings are being held have commenced. The process is ongoing.

Measurable impact

Strengths

- The SMT were united in their approach, focus and goals. They took responsibility for decisions made at meetings and were clear about their respective accountabilities. Staff considered them (and particularly the BCU Commander) to be more visible and accessible;
- Staff generally felt more engaged and included in the process of change where it directly affected them. The Borough Solution Group continues to be an effective way of consulting and testing change with staff;
- Key policies and requirements have been followed but there remains scope for improvement;
- Formal systems of staff recognition have been consolidated; informal mechanisms are now dynamic, meaningful and greatly appreciated by staff.
- The SMT are making progress in encouraging responsible innovation but the cultural change required for the BCU to be less risk-averse will take longer to achieve;
- The new BCU Commander and his deputy are acutely aware of the need to manage risk, particularly with regard to violent crime. This risk is actively addressed through the DMM⁵ and its supporting systems. It is also addressed through the adoption of the MARAC⁶ process;
- Staff generally feel that they are supported in their professional development;
- There has been enhanced communication of key SMT decisions by the use of direct briefings, newsletters and issues cascaded to staff through meetings.

⁴ Borough Management Team.

⁵ Daily Management Meetings.

⁶ Multi Agency Risk Assessment Conference.

Areas for improvement (AFIs)

- There has been a great deal of change and organisational improvement over a short period of time. This now needs to be consolidated. Local policies and procedures should be documented, published and accessible to staff;
- The BCU Commander is encouraged to consult over and develop his vision for the BCU and its strategic direction over the medium term;
- A BCU risk register should be actively maintained and reviewed.

Recommendation 2

That the BCU continues to develop its sanction detection improvement plan. This should include:

- The MPS equivalent plan from Operation Emerald⁷ – particularly those aspects relating to custody suite activity and the reduction of outstanding trials older than 12 months;
- Bespoke minimum standards for primary and secondary investigations together with robust and consistent compliance monitoring and follow-up;
- The rapid progression of outstanding forensic dockets relating to priority and serious crime;
- Enhanced use of TICs⁸ and FPNDs;
- Continuing activity to gather intelligence and realise forensic opportunities that enhances intelligence gathering;
- Particular commitment to enhancing the detective capability and resilience within the Community Safety and Sapphire Units, which are areas of significant organisational risk and high volume workloads;
- Review of the current proactivity capability and distribution of resources, ensuring that resources are more efficiently focused and performance managed in relation to priority sanction detection levels.

Action taken by BCU since last revisit

- The minimum standards for primary and secondary investigations have been followed. CRIS⁹ to be included in the Greenwich Inspection and review programme: this was circulated to the SMT at the end of May 2009 for comment and with suggestions as to subjects included;
- A Serious Acquisitive Crime Unit (SACU) was created, with a new DI, four new sergeants and changes to 16 of the 33 constables. This is a new team with new supervision and a new vision. It includes intelligence led targeting of offenders. It also has an improved Covert Human Intelligence Source (CHIS) led focus on TIC culture and improved support for victims and witnesses;
- The SACU Action Plan November 2008 to April 2009 was created to focus on tackling burglary, robbery and motor vehicle crime;
- A Burglary Performance Meeting was introduced. A separate action plan was created detailing minimum standards for responding to residential burglary;
- A process was introduced so that all case files are now submitted to the CPU Evidential Review Officers (ERO) gatekeepers. They log, receipt and

⁷ Operation Emerald – MPS initiative to narrow the criminal justice gap

⁸ Offences Taken Into Consideration.

⁹ Crime Recording and Investigation System.

forward onto the Criminal Justice Unit (CJU) and Youth Offending Teams (YOTS), as appropriate. This is duly acknowledged. On conclusion, YOTS retain their files and CJU place theirs into storage at Greenwich Police Station. (A spreadsheet is maintained to track this). The crime report is not closed until a Filed on Division (FOD) number is received;

- A Case Paper audit trail process has been developed by the Detections Manager;
- All Inspectors and EROs have been trained to ensure that they update NSPIS¹⁰ with the details of and rationale for disposal;
- An instruction was issued to all staff regarding the supervision and flow of non-court custody case disposals;
- A strategy was developed for the structured implementation of a VIDO¹¹ process. This effectively covers the identification; collection; assessment; and maximisation of opportunities of all crimes detected;
- The PLUTO system, which allows CCTV in DVD format to be viewed on certain Aware terminals, will be researched and advertised further;
- Roles and responsibilities within the Crime Management Unit have been reviewed as a result of which a member of police staff is now undertaking a 'support' role to the Detections Manager, and thereby providing some resilience;
- The new Serious and Acquisitive Crime Unit (SACU) has a detective sergeant and two detective constables with dedicated roles. They consider the potential of all prisoners, or those in prison, as being suitable for approach. Any prisoners arrested in "hotspot areas" or in the BIU¹² assessed "top 5" will be dealt with by SACU for similar consideration. This is now an intelligence led approach to targeting;
- The process for the production of TIC schedules by the BIU has been re-invigorated. These involve cases with similar MO, timelines for individual's activity, etc);
- A PowerPoint presentation on good practice in obtaining TICs has been developed and circulated to investigators;
- The composition of sanction detections, how they are obtained and how performance can be improved is discussed at SMT meetings, Borough Management Team Meetings and regular Chief Superintendent and Sergeants' meetings;
- Borough performance data on SD targets is provided to all staff via the 'S' drive on a weekly basis and to SMT via daily e-mail. A monthly breakdown of SDs obtained by teams and individuals is provided by the Crime Management Unit (CMU);
- A process for tagging/ flagging up 'theft from' or 'criminal damage to motor vehicle' incidents in order to monitor Identifications Officer attendance/availability has been introduced;
- A review of TIB¹³ processes was conducted in November 2008. Six recommendations made are to be implemented between January and June 2009;
- Operation Spotlight SOP¹⁴ for Greenwich Borough forms part of the BCU plan for policing. Its purpose is to maintain high quality Burglary Sole

¹⁰ National Strategy for Police Information Systems.

¹¹ Video Identification Officer.

¹² Borough Intelligence Unit.

¹³ Telephone Investigation Bureau.

¹⁴ Standard Operating Procedure.

Response (BSR) and the use of a dedicated car staffed by experienced burglary squad/Acquisitive Crime Squad officers.

Measurable impact

- The quality of primary investigations has improved through better systems to monitor compliance against minimum standards and appropriate interventions;
- Forensic activity has been enhanced through improved systems that identify forensic opportunities in the Integrated Borough Operations (IBO), Crime Management Unit (CMU) and amongst Identifications Officers (IdOs);
- Work has been progressed to maximise the use of the VIDO unit and the systems for collection and viewing CCTV tapes;
- There is now improved resilience amongst detections officers which has helped to reduce the backlog of work;
- Systems to follow up named suspects on the crime systems (down from over 500 to 420) and to trace persons wanted are now more robust and productive;
- The oversight of investigative activity maintained by the DIM15 and DMM16 processes is becoming increasingly effective. This helps ensure that compliance and risk are appropriately managed;
- Work to develop and enhance the identification of TICs is being progressed, with liaison effected with the courts and duty solicitor scheme;
- The level of scrutiny exercised by Evidence Review Officers has improved, with staff reporting an improvement in the quality of case papers.

AFIs

- Despite substantial improvements in the arrest rates for domestic violence (up to 69% against a 60% target), there remain challenges to improve sanction detection rates, which have declined from 40.6% to 35.7% year on year (against a 44% target);
- The Integrated Borough Operations (IBO) unit needs to apply a coherent and effective system to monitor/promote compliance with NCRS;¹⁷
- There are opportunities to establish a shared understanding of prosecution standards with the CPS for domestic violence cases, including when victimless prosecutions would be pursued;
- There is a need to reduce the volume of police bail and to expedite in custody investigations more efficiently and within the terms of the PACE Act.

Recommendation 3

That the BCU revisits and refreshes its own Diversity Action Plan ensuring that it is tailored for the needs of the borough and reflects all key components as expressed by the MPS within its new corporate Race and Diversity Strategy. This needs to be progressed in consultation with the REC, Independent Advisory Group (IAG) members and other key partners and should incorporate a strong internal focus and

¹⁵ Daily Intelligence Meeting.

¹⁶ Daily Management Meeting.

¹⁷ National Crime Recording Standards.

be specifically owned by a member of the SMT or with SMT leads for specific themes, accountable to the BCU Commander.

Action taken by BCU since last revisit

- Greenwich BCU Diversity and Equalities Strategic Action Plan, owned and driven by the Borough Commander, has been launched and covers the six work streams: (i) Leadership; (ii) Our People; (iii) Our Partners and Stakeholders; (iv) Our Communities; (v) Communication; and (vi) Getting it Right First Time;
- Greenwich Equalities Group (GEG) will review the Strategic Action Plan and assign actions for specific members. This will make the Action Plan a living document and help embed a diversity and equality ethos into the Borough culture;
- There has been consultation with all Borough Sergeants and IAGs in order to incorporate views and concerns from various aspects of the Command;
- Advice was sought from the South Cluster Diversity Advisor and there has been ongoing consultation with him on implementation of the plan;
- Focus groups are being set up for all six diversity strands and their actions to be fed back into the GEG for oversight;
- GEG confirmed that its membership would consist of the existing members and the six diversity strand deputies;
- Each strand lead is responsible for developing their external contacts. The disability lead has attended a training course on managing disability and been in contact with the central Disability IAG.

Measurable impact Strengths

- The BCU has a Diversity and Equalities strategy and action plan in place and published;
- There are SMT leads for each of the six diversity strands of the strategy;
- Staff reported a balanced and professional approach to the issue of flexible working and fairness at work procedures within the BCU.

AFIs

- There has been limited consultation and engagement with the Independent Advisory Group (IAG), the local Race Equality Council and other stakeholders in the construction and implementation of the strategy;
- Work on diversity matters has been slow to develop which, taking account of the history and composition of the borough, presents an organisational risk. This now needs to gather momentum in recognition of the risk it presents;
- The sanction detection rate for tackling racist and religious hate offences is 37.7%, which falls short of the MPS target of 44%.

Recommendation 4

That the BCU reviews its performance management arrangements to create a comprehensive framework that encompasses the range of performance requirements as well as BCS delivery and maximises accountability for performance against priorities at every level of the BCU in a timely and meaningful manner. The framework should be supported by a management structure that creates clear

accountability among leaders and managers at every level of the BCU and be supported by a consistent system of monitoring and review both at an individual and team basis. This should be supported by a MMR¹⁸ that comprises a minimal number of relevant core indicators of success for each unit/team and variable themes each month to test other issues of concern or 'mission critical' matters such as Critical Incident Management or Missing Person investigations.

Action taken by BCU since last revisit

- Performance-focused meetings are to be held at all levels in the borough. This is being developed through a Performance Discussion Structure and a rank cascade process where team leaders at all levels hold performance meetings using a generic agenda and minutes template.
- A performance framework is to be developed that meets the demands of TPHQ,¹⁹ the newly launched Safer Neighbourhood Team (SNT) performance framework, the Local Area Agreements (LAA) and supporting APACS;²⁰
- A project has begun which looks at the recording of SNT performance data (called EPIC) across the BCU. This follows a recent decline in quantitative EPIC data that has put Greenwich in the bottom quartile of MPS EPIC data. The project team are currently benchmarking EPIC returns from BCUs across the MPS and reported back in December 2009. TPHQ will deliver training in support of the roll-out of the team's recommendations;
- The Belmarsh Team's tasking was reviewed and tasked appropriately, so any spare capacity was utilised;
- Initial Merlin Supervision self-inspection was completed in December 2008. A mini inspection of Merlin Missing Persons was completed. This resulted in the Public Protection Unit (PPU) getting through part of the accreditation process. Further quality assessment checks are to be completed quarterly as part of the RG Inspection programme.

Measurable impact

Strengths

- The BCU has a coherent and effective performance management structure in place;
- Performance management is implemented in a way that strikes the right balance between support and accountability;
- Performance information has been streamlined and tailored to reflect the key contributions teams make toward meeting priorities;
- Staff development is recognised by the SMT as important. Staff have reported improvements in this area;
- Daily performance was suitably 'gripped' by the SMT, through the DIM and DMM processes;
- All forms of staff recognition have significantly improved since the arrival of the new BCU Commander and the Superintendent (Crime/Ops). This has given staff on the borough a lift in their confidence and morale;
- The BCU has reintroduced a local inspection and review capability to support continuous improvement and the management of risk;

¹⁸ Monthly Management Report

¹⁹ Territorial Policing Headquarters.

²⁰ Annual Police Assessment of Community Safety.

- There was evidence of improved consistency in performance management at inspector level (and police staff equivalent) and below.

AFIs

- There remains a need for performance data on problem solving forms (F302/F303) to be included within performance information. This will promote the application of problem solving on the BCU;
- Despite some staff scepticism on the subject, there is scope to improve the integration of PDR objectives with local priorities and team-based performance indicators;
- Performance measures for the IBO and the schools team need to be developed in accordance with their core purpose and support for BCU priorities;
- Work on developing an action plan to meet the Policing Pledge commitments is at an early stage.

Recommendation 5

That the BCU creates and implements a Demand Management Strategy that is designed to maximise its proactive capacity and which includes:

- A review of core team establishment levels, overlaps and minimum strengths against their demand profile;
- A review and appropriate adjustment of CSU, CID Reactive, Sapphire and CCU workloads (the last should include creating a premium service to deal with priority crimes) and establishment levels;
- A full review of the current crime squad, including its size, focus and potentially its more effective deployment onto the detection and reduction of priority crimes;
- Analysis work on repeat calls/crimes with problem-solving interventions;
- Increased use of telephone investigation.

Action taken by BCU since last revisit

- A protocol to resource the provision of police officers for events off-borough (AID) on Greenwich BCU was published on 23 December 2008, and discussed at the SMT meeting on 28 January 2009;
- The Demand Management Strategy, which includes a review of the shift pattern for RG response teams, has been completed.
- Interim and full reviews of the shift pattern were conducted in June and September 2008 respectively. Demand management, in the form of immediate response ('I' call) performance, was examined. As a result of this, changes were made which supported the need to better respond to 'I' calls between 4-6pm. Three early cars were introduced to start duty from 1600 (using 6 officers from 22), ensuring improved cover. The alignment of the tasking teams and residual core team officers under the direction of the RG33 supervisor also provides a variable number of officers on duty. But 22 officers on the street is an aspirational number to meet the anticipated demand which is also augmented by other officers throughout the day;

- A TIB review took place in November 2008, and a 50% target was set as the goal for the remainder of the FYTD²¹. This will be achieved via PDR interviews that will be used to formalise hourly performance targets for the TIB. It has also been agreed that when there is short staffing, probationers will be used, thereby improving performance and providing resilience
- In recognising that the current format for the FIM/BTCG²² does not support neighbourhood policing and problem solving, a Neighbourhood FIM pilot has been developed and introduced;
- The HR Manager has reviewed officers on long-term recuperative duties, six of whom have now been identified as suitable for restricted duties;
- The Borough Commander, HR Manager and Occupational Health Advisor have reviewed officers on restricted duties. This has resulted in a number of officers being identified as deployable for back-fill aid roles, (for example front office duties on New Year's Eve), thereby releasing fully fit officers for operational AID. The RG Training Unit provides one-to-one officer safety training in order to facilitate a return to full duties as soon as possible;
- Meetings are held every 3 months between the HR Manager, MPS Chief Medical Officer and HR Advisor at which they discuss complex long term sick and recuperative cases, in order to agree a way forward. As of 1 December 2008, there were 39 officers on recuperative and restricted duties. This includes five officers who are currently sick and two who have pregnancy-related medical conditions. Whilst the process to address this AFI is managed by the HR Manager, a local working group is to be set up to review long-term sick, restricted duties and recuperative cases;
- An action plan has been developed which highlights the 12 critical areas of work for the BCU. An MSC Steering Group, made up of key people from across the BCU, has been formed to provide direction, support and leadership;
- Accommodation and IT is to be sought for an MSC Inspector, including a base and lockers, as a 'quick win' to kickstart the support and valuing for Greenwich MSC;
- Work is currently being undertaken (together with TPHQ, MSC, OCU, RG SMT and local MSC) to develop robust systems and processes. This is to support the current level of local MSC and more importantly the proposed growth to 300 MSC staff by 2012;
- Work is being done to look at making MSC a taskable resource and also to fully engage the MSC in the FIM/BTCG process. Consideration is being given to focusing MSC on three town centres;
- MSC is being included in the BCU organisational chart along with their skill sets;
- A tasking process is being developed through the BIU. This includes a text messaging project that highlights when MSC officers are needed for specific projects/operations and identifies levels of availability;
- The Belmarsh Team is funded by TPHQ. Their primary role is to provide armed guards at trials, predominantly at Woolwich Crown Court, but also occasionally at Kingston and the Central Criminal Court. They also provide armed support for SEG²³ in the transfer of High Risk prisoners from HMP Belmarsh to external Crown Courts. Any spare capacity is either taken up by SO and CO commands replacing staff shortfalls or in supporting Greenwich

²¹ Full Year to Date.

²² Fortnightly Intelligence Meeting/Borough Tasking and Co-ordination Meeting.

²³ Special Escort Group.

BCU, via intelligence led tasking (BTCG²⁴). At present this role includes E1 patrols in the vicinity of Woolwich Crown Court/HMP Belmarsh and Woolwich Town Centre, and in support of RG-led targeted operations. There is no additional capacity beyond this regime;

- A review of problem solving tools currently used by SNTs is to be conducted by CI Partnerships. A Problem Solving Adviser has been tasked to research this issue and, together with staff from the Partnership and Neighbourhood Policing, to establish options for the implementation of the conclusions of the review. This will be incorporated into his wider work. It is intended to raise awareness of the problem-solving process amongst SNT sergeants, partnership and partners within the borough. The aim is to revisit a previous initiative (Operation Hermes) and develop systems and processes to support problem solving within repeat CAD²⁵ calls;
- A review of current borough procedures for dealing with repeat victims has taken place. There has been a reduction in the repeat victimisation rate through improved partnership engagement/involvement. Specific measures will be the reduction in the numbers of overall outstanding suspects not eliminated (particularly those in excess of 28 days) and the numbers of outstanding domestic violence warrants executed, through proactive ('Athena style'²⁶) action days;
- The formal adoption of MARAC (a multi agency risk assessment and management panel) was recently agreed by the Domestic Violence Project Management Board. Work is underway to deliver a system that meets with national CADVAS guidelines.

Measurable impact Strengths

- The BCU has canvassed other BCUs for good practice and developed a resource management plan with appropriate leads, milestones, etc;
- There has been a review of the shift pattern, which includes an examination of the resource/demand fit and some benchmarking of workloads;
- A graduated approach to repeat victimisation has been reintroduced following its cessation by previous BCU management;
- The BCU has a staff deployment group that meets regularly to decide upon staff postings across the unit;
- A more efficient deployment model for policing events at the O2 Centre has been introduced.
- The BCU enjoys strong financial support from the London Borough of Greenwich. This has enabled the funding of additional staff to support neighbourhood policing and to tackle gang-related crime;
- The BCU has fully implemented MPS policy on single patrol/crewing. This has increased the efficiency of the patrol function;
- Staff that support the borough from external resources (eg the TSG²⁷, Safer Transport Teams and the Belmarsh Team) are deployed to maximum effect;
- Mobile Data Terminal (MDT) compliance is excellent;

²⁴ Borough Coordination and Tasking Group

²⁵ Computer Aided Despatch.

²⁶ Athena is the MPS corporate campaign to tackle domestic violence

²⁷ Territorial Support Group.

- The prospective establishment of a single patrol site presents a significant opportunity for the borough to improve briefings and deployments. This is recognised by the BCU;

AFIs

- The benefits obtained from improved efficiency and productivity could be better used by the SMT
- The identification of a single outcome-based indicator to reflect progress in the leverage of resources would be helpful for the tracking of progress and impact;
- Work on the recruitment of MSC staff has been slow to deliver and more work is required to meet the recruitment target of 300 officers by 2012;
- The conditional deployment of SNT staff has yet to be tailored for Greenwich and fully implemented;
- Despite a good start in the development of a resource management plan, this could be developed further by its transition into a more sophisticated resource leverage plan;
- The management of long-term sickness remains a challenge for the BCU;
- The proportion of telephone-based investigations is currently estimated to be 35% and is little changed from the time of the full inspection. With other BCUs approaching 50%, there remains scope for increasing this proportion.

Recommendation 6

That the BCU review and simplify its tasking and co-coordinating processes together with the range and volume of tactical options deployed so as to make them more dynamic, inclusive and impactful upon the crime range. The BCU should also work to develop a coherent and simplified SNT/Problem Solving tasking process that is complemented and operates in tandem with the crime tasking process. Community priorities should also be included within the BCU Strategic Assessment and Control Strategy affording them BCU priority and focus. This should create tasking consistency and use the capacity of units established for proactivity as well as more effectively task SNT resources.

Action taken by BCU since last revisit

- The format of the daily intelligence meeting (DIM) and the daily management meeting (DMM) continues to be reviewed and revised by Detective Chief Inspectors and Chief Inspector Ops. This is to ensure that the meetings are manageable but focus on current priorities and areas of concern. Amendments will be made to reflect the tasking process, including the effective management of warrants recorded by the Wanted Offender Unit;
- Liaison with Kent and Essex Constabularies is underway to identify good practice on NIM compliance. The first presentation of findings to BTCG was on 2 February 2009. The new BTCG process was launched on 15 April 2009;
- BTCG now reflects the amended Control Strategy, which has been changed as the result of a strategic review. Domestic Violence and other violent offending are now included;

- The structure of the FIM²⁸ has been changed into a graded format with the first section dealing with problem solving and geared towards SNTs, and the second section dealing with crime trends and linked series. This should mean that all areas of the command are more fully engaged.
- The Violent and Organised Crime (Gangs) Unit is now in operation, but performance indicators are still to be agreed. Performance monitoring is to be conducted via joint action plans with Greenwich Council;
- There is a new tasking system in place. The Borough Intelligence Unit (BIU) collates the taskings for Prolific & Priority Offenders (PPOs) for curfew checks and for warrant and docket actions. There is a formal tasking on a daily basis to the Duty Officer via the DMM chair. This provides additional resilience to response teams, whilst allowing for a larger tasking pool during quieter times. There is also more direct supervision of these taskings. Results are reported back to the next available DMM. Other taskings are passed to the supervisor of the respective team, and results are monitored through the DIM/DMM process;
- SACU has assumed responsibility for curfew tasking in respect of burglary/robbery/motor vehicle offenders;
- The Partnership and Neighbourhood Policing areas of work have focused on creating a consistent approach to problem solving and (more importantly) recording the process. Every SNT now has a Strategic Profile (on MPS form F301) and improved management arrangements for problem solving activity (processes that use MPS forms F302 and F303). The significant variation which still exists in the quality of both the activity and documentation is being addressed with the Problem Solving Advisor, SNT leaders, Panel Chairs and (critically) the London Borough of Greenwich (LBG);
- Inclusion of a review of problem solving initiatives and current actions as an agenda item at regular chief inspector and inspector Partnership meetings;
- The BIU function has been reviewed with new staff being added and others rotated in other core areas. A new Detective Inspector has realigned the DIM, DMM and FIM to reflect current PPOs and ensure that appropriate taskings are in place through the Duty Officer, to monitor and intervene against repeat offenders;
- The intention is to build a Joint Action Group that will feed directly into the BCU FIM/BTCG process and enable SNTs to successfully bid for resources. This will in turn improve the quality of the supporting 302/3 documentation, as it will become dependent on funding and resource allocation. In tandem, the BIU and LBG are working together to research anti-social behaviour (ASB). The intention is to develop a local definition of ASB that is better understood and which can be used as part of the bid for resources at the Neighbourhood FIM/BTCG and Problem Solving Panel.

Measurable impact

Strengths

- The BCU has recently conducted a fundamental review of its DIM/DMM and TTCG processes. This has led to significant improvements in their structure, focus and impact;
- The BCU Task Force are perceived to be a highly productive and useful asset for the BIU to task;

²⁸ Fortnightly Intelligence Meeting.

- The quality and range of taskings is considered to be of a good standard, with sufficient information imparted;
- The Dedicated Source Unit (DSU) is highly regarded by the BCU and generally well led. Sources are highly productive and regularly tasked in support of BCU priorities;
- The PPO scheme, whilst still lacking some structure, has been energised in conjunction with partners. The BCU has introduced lower tiers of PPOs, with action owned by SNTs;
- The Violent Offender Crime Unit (VOCU) has significant potential, and joint interventions involving partners and SNTs are encouraging;
- Deployments of the robbery car are having a positive impact on the quality of primary investigations for this type of offence;
- Training for the conduct of intelligence interviews has commenced and targeted interviews will be conducted.

AFIs

- The level of financial investigation, asset seizures and confiscations is not high relative to other BCUs and there is scope to enhance the use of these powers as part of the operational tactics available;
- There is also scope to improve the systems to support problem solving interventions. These range from the analytical support to help identify problem solving opportunities, to the systems for recording the approach (SARA, etc);
- The flow of quality intelligence on the BCU was perceived to be low. This was seen as a consequence of CrimInt Plus and a lack of understanding regarding the new policy;
- Taking account of the challenge to improve sanction detection performance for domestic violence, there is scope to increase the focus on compliance with minimum standards for the primary investigation of these offences (NB. The MPS form F124D caters for this process);
- The DIM, while much improved, would benefit from the inclusion of a regular representative from the SNTs and Core Teams;
- The BCU Control Strategy was considered to be a little narrow in its scope and could, for example, include a focus on the key drivers for crime and disorder.

4. Monitoring assessment and follow-up action

Have all recommendations been accepted and acted upon?

All recommendations accepted. Progress towards their implementation has accelerated considerably in recent months following changes to the SMT and an increased focus.

In summary, Recommendations (1), (4), (5) and (6) have been fully discharged and Recommendations (2) and (3) are partially discharged with further work required.

Has the remedial action/implementation plan led to demonstrable improvement?

Yes. The implementation of the BCU action plan alongside strong leadership from the SMT has created a positive momentum for change. This has led to positive performance outcomes and direction of travel. The changes achieved so far must now become embedded and enhanced yet further, with more work required to implement the BCU Diversity Strategy and to improve sanction detection performance. This will achieve sustained performance improvements that go beyond the tenure of any one member of the SMT.

The borough now has a new BCU Commander and a new Superintendent (Crime/Ops), who have brought fresh thinking and approach. There is a unified leadership clearly evident alongside a strong sense of corporacy amongst the SMT. Considerable further action to improve key processes and systems has been taken since the last HMIC Revisit, and the consequences have been positive. That said, the SMT must now maintain this momentum and complete the implementation of Recommendations (2) and (3), as both remain incomplete. Staff were optimistic about the prospects for the BCU and the SMT are to be congratulated for their determination to overcome the many challenges they faced.

Has performance in relation to national/local targets improved? If not, are the reasons for deterioration understood (eg, transition to National Crime Recording Standard) and being addressed?

Yes, in overall terms. Whilst only four of the ten specified notional contract outcomes have been met (MSBCU position for residential burglary and robbery; reduction in vehicle and violent crime SD rates), there is a positive direction of travel in four out of six of the remaining areas (TNO and violent crime reduction, and sanction detection performance for residential burglary and robbery).

A detailed summary is set out in Section 1 within this report.

Have any problems arisen since the Inspection 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 – eg, contact with PCSD?

No.

John BAINBRIDGE
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