HM Inspectorate of Constabulary
London and the East Regional Office

Inspection of Hammersmith and Fulham BCU
Metropolitan Police

Nicola Grevatt
Chief Superintendent
HMIC (Central Region)

C O N T E N T S

1 Executive Summary

Hammersmith and Fulham BCU[1] is a busy, demanding and some ways unique BCU requiring quality leadership skills and versatility to ensure it delivers an effective local policing service. The BCUs senior leaders and managers have potential to develop into a strong, cohesive team and are evidently committed to achieving performance underpinned by Citizen Focus and the need to generate community confidence in the service that BCU staff provide.

A particular strength is the BCUs developing performance management regime. This is assisted by its flexible organisational structure which supports and emphasises proactivity and safer neighbourhood policing. NIM[2] compliance is of a good standard and a premium is undoubtedly placed on intelligence driving operational activity, performance and resource deployment.

The BCU is also strong in terms of its commitment to community engagement with some excellent work post the events of 7/7[3] attracting corporate and community approbation. There is an extensive range of partnership working both on specific initiatives and across the BCU in various business areas. The Safer Neighbourhood Teams (SNTs) are well established and plans are well in hand to complete roll out to every ward by April 2006.

The BCU needs to work to improve its performance within its MSBCU family group in both reduction and detection, and it is evident that there is a great deal of energy being invested in both performance areas. The BCU also needs to develop fully integrated diversity and demand management strategies. The presence of 3 football grounds (Chelsea, Fulham and Queens Park Rangers) exerts significant pressure on BCU resilience impacting adversely on its operational capability. The BCU self aids to an extent that it considers disproportionate in comparison with other MPS BCUs having similar public order commitments and none of the others in any event have more than one football ground within their boundaries. Thus, the commitment is multiplied by 3 for this BCU which also has a smaller borough workforce total then the others. The inspection team acknowledges that the football aid commitment is significant and there is work to be done by the Hammersmith and Fulham in reviewing the way in which demand overall is managed across the BCU, ensuring that public order and football aid abstraction and the consequent impact on response and proactive capability is effectively managed and minimized. The inspection team is of the view that there are opportunities to more effectively deploy BCU resources to better service this type of commitment and once this has been achieved the BCU may be better positioned to renegotiate central aid allocation. The inspection team also acknowledges the expertise consistently demonstrated by the BCU in the operational management of this significant commitment and is of the view that there is a case, once the above work has been completed, for the MPS to review the central aid allocation to the BCU.

HMIC inspection team was also impressed by the skill range within the SMT[4] and the willingness to share the burden of match commanding across the team is commendable. The inspection team also acknowledges the commitment displayed by the SMT to ensuring that the

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[1] BCU – Basic Command Unit
[2] National Intelligence Model.
[3] 7/7 – The events of July 7th 2005 refer to the multiple explosions in central London, detonated by Islamic Suicide Bombers.
[4] Senior Management team

above public order demand is competently serviced, as well as consistently delivering effective leadership and management of the 'day job, i.e. running a challenging inner London BCU.

In summary there are some difficult performance issues to be addressed; the BCU's positioning in its MSBCU[5] family group is in the lower 2 quartiles for both reduction and detection performance (at the time of inspecting), with the exception of total, motor vehicle and violent crime reduction and violent crime detection where it is located in the 2nd quartile. Increasing performance achievement is an imperative and the BCU must work hard to consolidate the operational changes it has implemented if it is to deliver the necessary improvement. However, the inspection team is of the view that the changes are appropriate, timely and should be productive. The team is also of the view that the BCU is developing the necessary strong leadership, which, together with staff who presented as enthusiastic and loyal, will enable it to rise to meet the challenge.

Recommendations

1. The BCU continues to implement its NCRS[6] compliance action plan in support of MPS work to achieve a green assessment from the Audit Commission.
2. The BCU creates a demand management strategy with specific ownership at SMT level. The strategy should be underpinned by detailed action plans, have clear accountabilities and be supported by an evaluation process enabling effective co-ordination of such initiatives, as well as accurate assessment of the impact, particularly in relation to the public order and football aid commitment.
3. The BCU creates a Diversity strategy with specific ownership at SMT level. The strategy should seek to co-ordinate work to progress the Diversity agenda and combine both internal and external aspects of Diversity. For example, implementing the recommendations of both the 'Gender Agenda' and 'Breaking Through' as well as creating and using an IAG.

Good Practice

1. The Crime Operations Group Structure (COG).
2. Operation Cannonball – COG proactive and reactive arrest days.
3. Operation Tenpin – Multi agency problem solving days.
4. The Football Aid Briefing Pack - a comprehensive and experience based guide on commanding and policing Football Matches.
5. The Critical Incident Management Guide, an experienced based practical guide to policing and managing critical incidents
6. The BCU cost recovery process – an anticipated £130, 000 is due to be recovered by the BCU for various public order policing operations.
7. The 'Standing Together' external performance review of Domestic Violence investigations and detection achievement.
8. Developmental Training for SOIT [7] and FLO [8] officers leading to such officers becoming fully trained detectives.

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[5] iQuanta Data grouping - Most Similar BCU Family Group.
[6] National Crime Reporting Standards.
[7] Sexual Offences Investigative Techniques.
[8] Family Liaison Officers.

9. The Safer Neighbourhoods Focus Desk – enabling community intelligence to be effectively gathered, processed and used to inform appropriate reassurance activity.

2 Introduction

Basic Command Units are a fundamental building block in the delivery of policing services. Aligned to communities, BCUs represent the local interface with the public and are therefore highly influential in the police service's aims to reduce crime and disorder and to increase community confidence. BCUs vary in size and composition according to the areas they police. All share responsibility for the delivery of the national Community Safety Plan as it affects them and, with Crime and Disorder Reduction Partnership (CDRP) colleagues, the delivery of the local Community Safety Strategy (CSS) priorities. As such, individual BCUs will continue to be subject to increasing scrutiny of performance from both Government and local communities.

The range in performance outcomes between BCUs presents an opportunity to continuously improve and to maximise the efficiency and effectiveness of this tier of policing. A key ingredient of successful BCUs remains *focus* with the most successful being those which maximise focus through effective leadership at every level. They will also have a performance management framework that strikes the right balance between holding individuals to account and providing support for those in most need. NIM will be fully embedded and mainstreamed throughout the BCU, driving all types of proactive intervention through the systematic and skilled interpretation of intelligence. Successful BCUs will also have a thorough appreciation and desire to meet the needs, wishes and expectations of their primary customer - the communities they police.

Following a five-year rolling programme of BCU inspections, HMIC has since moved to a more intelligence-led approach whereby only a small number of BCUs are selected for inspection. This follows an examination of their relative performance within their MSBCU Group together with a detailed review of their self-assessment that was completed by a selection of BCUs as an integral part of the wider Baseline Assessment process. All BCU inspections are now directly aligned to the Baseline Assessment Frameworks and PPAF[9] Domains and evidence gathered at the BCU tier can easily be used to help assess overall force performance.

Box A – Aims of BCU Inspections

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| • **Promoting effective leadership;** |
| • **Disseminating good practice;** |
| • **Identifying inefficiencies;** |
| • **Providing pointers to enhance performance;** |
| • **Strengthening the capacity for self-improvement;** |
| • **Leaving behind a BCU management team that has learnt about itself and is even more committed to self-improvement.** |

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[9] Police Performance Assessment Framework

An inspection of Hammersmith and Fulham BCU in the Metropolitan Police was conducted between 6th January and 10th January 2006. This report sets out the inspection findings, highlighting areas of good practice and making recommendations for improvement where appropriate. Her Majesty's Inspector thanks the officers and staff of Hammersmith BCU for the co-operation and assistance provided to members of the Inspection team.

Methodology

The Inspection of Hammersmith and Fulham BCU consisted of the following core stages:

Pre-visit data and analysis of BCU	Self Assessment	BCU Inspection	Feedback to BCU	Reporting
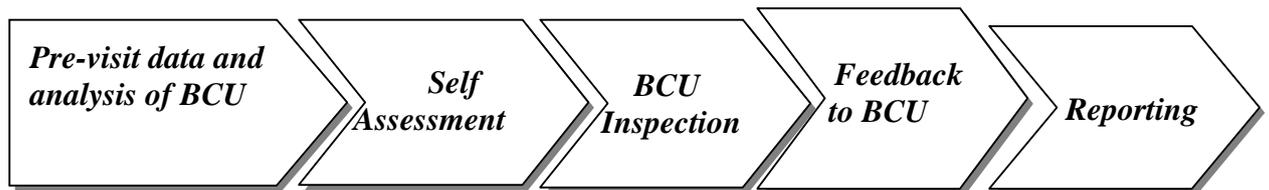
Prior to the inspection the BCU was requested to complete a self assessment as part of its preparation for inspection in order to pilot this aspect of the new Going Local 3 inspection process. The self assessment produced was comprehensive, honest and reflected an accurate appraisal of the BCU across the seven priority inspection themes:- Citizen Focus, Reducing Crime, Investigating Crime, Promoting Safety, Providing Assistance, Resource Usage and Leadership. The self assessment product provided a valuable diagnostic and planning tool for the BCU, as well as informing the inspection process itself.

During the inspection, 21 structured interviews and focus groups were conducted, involving over 108 individuals. Other staff members and partnership agency representatives were interviewed during visits to workplace settings. Representatives from the Hammersmith and Fulham Crime and Disorder Partnership were also consulted in the course of the inspection. The inspection team also conducted a Forensic and a PDR audit, the results of which have been disseminated to the BCM. A summary of findings can be found in Appendix B.

The inspection findings section of this report commence with strengths and areas for improvement under the Leadership framework, since this is a specific priority area of inspection.

3 The Force/Constabulary Context

The Metropolitan Police Service (MPS) is the largest and most complex police organisation in England and Wales. It comprises 32 borough-based operational command units, sharing coterminous boundaries with the London Boroughs. The service is responsible for policing 620 square miles, with a residential population of over 7.3m (3.2m households) and also deals with the impact generated by an additional daily influx of approximately 5.5m visitors and workers. The MPS delivers a range of international, national and capital city services, as well as local service delivery across the 32 territorial boroughs. In terms of staff numbers, the MPS is approximately three times larger than the next largest force and its annual budget accounts for approximately 24% of the total bill for police services in England and Wales.

Hammersmith and Fulham BCU is centrally located within London and the Metropolitan Police District (MPD), forming part of the South West Cluster. It comprises three distinct areas - Fulham, Hammersmith and Shepherds Bush. Compared to other London boroughs the BCU has a small geographical area, but the fourth highest population density in England.

4 Hammersmith and Fulham BCU

The BCU and Hammersmith and Fulham Borough fall within the top 50 most deprived boroughs in England. There is considerable polarisation of income with 36% of households earning below £10,000 per annum, whilst 21% earn £50,000 or more. House prices are the fifth highest of any London borough.

Hammersmith and Fulham is an ethnically diverse borough with 58% of the local population classing themselves as White British, with other ethnic categories having significant populations. These include 5% White Irish, 4.5% Asian, 11% Black and just under 4% describing themselves as Mixed Race.

Several major companies have located themselves in the area including Coca-Cola and the BBC. There are also two Premiership and one Championship football clubs (this is unique among other MPS BCU's), six theatres, the Queens Tennis club and the Oxford versus Cambridge boat race is an annual focal point.

Three underground railway lines and two of the capital's busiest commuter highways – the A4 and the A40, run through the BCU.

The BCUs staff complement comprises 536 police officers, 21 special constables, 105 police staff including 36 Police Community Support Officers (PCSOs). Hammersmith and Fulham have also recently increased its compliment of Safer Neighbourhood teams to eleven.

The BCU's total devolved budget for 2005/06, not including police pay, stands at £8m.

5 BCU Performance

BCU objectives should reflect both national priorities - as set out in the National Policing Plan and reflected quantitatively in the Public Service Agreement (PSA) targets - and local needs. When inspecting BCUs, HMIC covers both achievement of locally set targets and, more particularly, the delivery against national objectives – target crime reduction and sanction detections in particular. Particular attention is paid to the MSBCU[10] Group positioning and direction of travel, both against the BCU's past performance and relative to its MSBCU Group.

This is illustrated numerically in the following tables and graphically using 'Boston Box' charting techniques (Appendix 'C') which illustrate performance over the short (12 month) and medium (3 years) term against the MSBCU average.

Residential Burglary

Crime Performance Summary ~   Hammersmith and Fulham BCU

(PYTD = April to December 2005)

Total Crime

2001/02 Crimes	2004/05 Crimes	Percentage Change
29487	27139	-7.96%
2004/05 PYTD Crimes	2005/06 PYTD Crimes	Percentage Change
20959	19529	-6.82%
Crimes per 1000 Population – 2004/05	Crimes per 1000 Population - PYTD	
153.52	110.48	
MSBCU Group – Crimes for 2004/05	MSBCU Group – Crimes for PYTD	
Group mean = 150.81 BCUs position = 8th	Group mean = 111.99 BCUs position = 8th	
2001/02 – 2004/05 SD Rate	2004/05 - 2005/06 PYTD SD Rate	
13.09% - 13.59%	13.13% - 15.66%	
MSBCU Group – SD Rate for 2004/05	MSBCU Group – SD Rate for 2005/06 PYTD	
Group mean = 13.57% BCUs position = 6th	Group mean = 17.71% BCUs position = 11th	

Domestic Burglary

2001/02 Crimes	2004/05 Crimes	Percentage Change
2008	2214	10.26%
2004/05 PYTD Crimes	2005/06 PYTD Crimes	Percentage Change
1671	1769	5.86%
Crimes per 1000 Households – 2004/05	Crimes per 1000 Households - PYTD	
25.84	20.64	
MSBCU Group – Crimes for 2004/05	MSBCU Group – Crimes for PYTD	
Group mean = 22.94 BCUs position = 12th	Group mean = 16.67 BCUs position = 13th	
2001/02 – 2004/05 SD Rate	2004/05 - 2005/06 PYTD SD Rate	
11.50% - 8.49%	8.50% - 6.95%	
MSBCU Group – SD Rate for 2004/05	MSBCU Group – SD Rate for 2005/06 PYTD	
Group mean = 12.20% BCUs position = 13th	Group mean = 16.88% BCUs position = 15th	

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[10] Most Similar BCU

Robbery

2001/02 Crimes	2004/05 Crimes	Percentage Change
1343	1386	3.20%
2004/05 PYTD Crimes	2005/06 PYTD Crimes	Percentage Change
1065	960	-9.86%
Crimes per 1000 Population – 2004/05	Crimes per 1000 Population - PYTD	
7.84	5.43	
MSBCU Group – Crimes for 2004/05	MSBCU Group – Crimes for PYTD	
Group mean = 6.62 BCUs position = 12th	Group mean = 5.56 BCUs position = 7th	
2001/02 – 2004/05 SD Rate	2004/05 - 2005/06 PYTD SD Rate	
8.94% - 8.30%	9.11% - 8.65%	
MSBCU Group – SD Rate for 2004/05	MSBCU Group – SD Rate for 2005/06 PYTD	
Group mean = 11.25% BCUs position = 13th	Group mean = 12.00% BCUs position = 13th	

Vehicle Crime

2001/02 Crimes	2004/05 Crimes	Percentage Change
6018	4530	-24.73%
2004/05 PYTD Crimes	2005/06 PYTD Crimes	Percentage Change
3609	2957	-18.07%
Crimes per 1000 Population – 2004/05	Crimes per 1000 Population - PYTD	
25.63	16.69	
MSBCU Group – Crimes for 2004/05	MSBCU Group – Crimes for PYTD	
Group mean = 20.02 BCUs position = 13th	Group mean = 15.09 BCUs position = 10th	
2001/02 – 2004/05 SD Rate	2004/05 - 2005/06 PYTD SD Rate	
4.12% - 3.77%	3.41% - 3.39%	
MSBCU Group – SD Rate for 2004/05	MSBCU Group – SD Rate for 2005/06 PYTD	
Group mean = 4.37% BCUs position = 9th	Group mean = 5.04% BCUs position = 11th	

Violent Crime

2001/02 Crimes	2004/05 Crimes	Percentage Change
5845	6234	6.66%
2004/05 PYTD Crimes	2005/06 PYTD Crimes	Percentage Change
4688	4893	4.37%
Crimes per 1000 Population – 2004/05	Crimes per 1000 Population - PYTD	
35.27	27.68	
MSBCU Group – Crimes for 2004/05	MSBCU Group – Crimes for PYTD	
Group mean = 39.56 BCUs position = 5th	Group mean = 31.37 BCUs position = 5th	
2001/02 – 2004/05 SD Rate	2004/05 - 2005/06 PYTD SD Rate	
18.44% - 22.04%	21.46% - 23.63%	
MSBCU Group – SD Rate for 2004/05	MSBCU Group – SD Rate for 2005/06 PYTD	
Group mean = 20.87% BCUs position = 4th	Group mean = 22.90% BCUs position = 6th	

Following a review of the BCU's performance, the self-assessment and other key documentation, HMIC conducted its fieldwork at Hammersmith and Fulham BCU. The inspection team sought to validate acceptable practice and investigate/evidence further both potential good practice and any areas for improvement (AFIs). This report does not, therefore, reiterate what is and should be happening on a BCU is terms of its core functional activities for that is a given and these are detailed within the self-assessment process. Instead, the following section highlights areas against the Baseline Assessment Frameworks that are evidenced by the inspection team as either particular strengths or opportunities for improvement against the core business of the BCU.

6 What we found found-BCU Inspection Findings;

The Baseline Assessment Frameworks

1. **Citizen Focus**
   Fairness and Equality in Service Delivery
   Neighbourhood Policing and Problem Solving
   Customer Service and Accessibility
   Professional Standards

2. **Reducing Crime**
   Volume Crime Reduction

3. **Investigating Crime**
   Managing Critical Incidents and Major Crime
   Tackling Serious and Organised Criminality
   Volume Crime Investigation
   Improving Forensic Performance
   Criminal Justice Processes

4. **Promoting Safety**
   Reducing Anti-Social Behaviour
   Protecting Vulnerable People

5. **Providing Assistance**
   Contact Management
   Providing Specialist Operational Support
   Strategic Road Policing

6. **Resource Use**
   Human Resource Management
   Training, Development and Organisational Learning
   Race and Diversity
   Resource Management
   Information and Communications Technology Management
   National Intelligence Model

7. **Leadership and Direction**
   Leadership
   Performance Management and Continuous Improvement

LEADERSHIP AND DIRECTION

Leadership

Strengths

➤ The BCM[11] meets quarterly with the ACPO[12] line management (Territorial Policing Cluster Commander) to discuss performance and personal development issues. There are two distinct meetings held by the cluster Commander which deal with performance and cross border issues; one with Borough Commanders and one with Superintintent (Ops) and higher analysts.

➤ The BCU has an unequivocal leadership vision encompassing the principles of Performance achievement and Citizen Focus set by the BCM and embraced by the SMT.

➤ Citizen Focus and performance achievement forms a consistent backdrop to all SMT meetings either among itself or with junior leaders and managers.

➤ The vision, particularly the Citizen Focus aspect is shared and supported by the local; authority, the London Borough of Hammersmith and Fulham (LBHF) and features as a strand of the Community Safety Strategy (CSS).

➤ There has been extensive consultation within the CDRP and partnership agencies in relation to creating the CSS and designing complimentary targets and setting local priorities. There is therefore a satisfactory level of synergy between the CSS and the APP[13].

➤ The APP is informed by the BCU strategic assessment which includes an element of environmental scanning. The Control strategy is used to focus and drive operational activity in relation to achieving BCS targets, combating drug criminality and misuse as a crime generator, terrorism and reducing youth crime.

➤ The SMT communicate the BCU vision to staff utilising a range of communications opportunities, including 5-weekly response team debriefs, training day inputs, use of the BCU intranet, attendance at parade and other team meetings. There is also ample visual material available, displayed on well maintained notice boards across the BCU.

➤ There is a clear and coherent Senior Management Team and BCU organisational structure[14], providing clear leadership, defined areas of accountability and performance management responsibility.

➤ There is a Communications Action Plan and evidence was available demonstrating efforts made by the SMT to engage and inform staff in matters relating to BCU and force business.

➤ There is substantial evidence of team working and ownership of performance across the BCU. Teams work flexibly and are focused on and share responsibility for BCU

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[11] BCU Commander
[12] Association Chief Police Officers
[13] Annual Policing Plan
[14] See Appendix A.

performance achievement. This is underpinned by a strong awareness among the SMT of BCU business as a whole and consequent co-operation in relation to resource sharing and decision making.

➢ *The BCM has a high profile across the London Borough Hammersmith and Fulham (LBHF) and evidence was available demonstrating an impressive range of influence and visibility. Examples include, chairing Local Criminal Justice Board (LCJB) , as well as being the deputy chair of the CDRP, and regularly commanding a substantial number of football, sporting and public order events within the borough.*

➢ *There is evidence of a strong and empowering leadership approach in relation to managing Fairness at Work and Disciplinary matters. Junior leaders and line managers are given appropriate autonomy in decision making and integrity is a given. They are expected to exercise good judgment and take responsibility for early resolution or further referral of such matters as appropriate. Guidance and support is provided, with the SMT providing a consistent overview and the BCM undertaking appeals or applying disciplinary measures as appropriate as well as making a proportionate level of referrals to the MPS Professional Standards Directorate (PSD).*

➢ *There is excellent evidence across the BCU of a culture that works hard to reward and thank staff as well as celebrating success, although there was also some evidence of response teams feeling undervalued. The SMT provide a strong lead in relation to developing such a culture and it is clear that junior leaders and managers support and follow that lead. Consequently, most staff feel that their work is appreciated and valued.*

➢ *The SMT works hard to be visible and accessible. There is a Visibility strategy in operation and senior detective officers (particularly the Detective Superintendent) participate as regularly as uniform colleagues in commanding football and public order events.*

Areas for Improvement

➢ *PDR[15] objectives (including the BCMs) should be developed so that they are SMART[16] and bespoke to individual areas of responsibility. Current PDR objectives are largely generic and related to APP reduction and detection targets. Staff are consequently held hostage to the vagaries of fortune through the use of a somewhat blunt performance management tool and thus their performance contribution is not assessed using a meaningful process.*

➢ *A PDR quality assurance process should be initiated, supported by the provision of guidance for leaders and managers in relation to effective objective setting.*

➢ *The BCU vision needs to be more vigorously promulgated to junior ranks who while largely being aware of the importance of performance achievement, did not demonstrate awareness of the importance of Citizen Focus.*

➢ *SMT visibility is patchy within the Patrol Operations Group (particularly within response teams) and among police staff. While the Combined Operations Group evinced no such problem, response team morale is low and is adversely effected by continual duties disruption/rearrangement and rest day cancellation. There was also evidence of feelings of being undervalued and frustration at concerns either not being effectively dealt with or no feedback provided. The latter was exacerbated by the perceived lack of SMT visibility. Therefore, the SMT visibility strategy should be revisited to ensure consistent participation of all SMT members and that such visibility is accompanied by purpose generating positive impact (For example SMT patrols with probationer constables, forming staff BCU Focus*

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[15] Performance Development Reviews
[16] Smart, Measurable, Achievable, Relevant, Timely

or Improvement Groups etc.).

➢ *Police staff must be brought into the communications loop. There was little awareness of BCU performance achievement or awareness of Citizen Focus among this group.*

➢ *The Citizen Focus aspect of the BCU vision requires reinforcement among junior ranks and embedding as an operating culture among junior leaders and managers. Connected to this is a general lack of awareness across the BCU of the role of Safer Neighbourhood teams (SNTs) and there is a general perception among response teams that SNTs are 'not doing their 'fair share of work'.*

Performance Management and Continuous Improvement

Strengths

➢ *There is a clearly defined and operating performance management framework (PMF) within the BCU. There is a range of meetings where performance is discussed and staff held to account, generating an unequivocal achievement focus that is constructive and emphasises positives. There is some evidence of challenging and addressing poor performance.*

➢ *The PMF is underpinned by performance data that is organised into a monthly management report that encompasses information pertinent to every area of BCU business as well as corporate performance indicators.*

➢ *Performance management information is displayed at all operational sites and reflects team achievement and contribution.*

➢ *The BCU has an Inspection and Review and Quality assurance capability that conducts 'mission critical' inspections on a yearly basis. The product is included in monthly performance management meeting agendas and SMT leads are given the responsibility to deal with any identified deficiencies.*

➢ *The SMT has invited external scrutiny of its performance and has energetically seized upon suggested areas for improvement. For example, implementing a detections improvement plan after an Operation Emerald scrutiny and regular review by 'Standing Together'(a domestic violence partnership group) of BCU domestic violence investigations and detection rates.*

➢ *The BCU has a regular workforce planning and review process that enables staff deployment to accord with operational priority and demand.*

➢ *There is ample evidence of learning from experience as well as encouraging staff to be innovative, examples include Crack House Closure Guidance, the Major/Critical Incident equipment store and Guidance and Procedures Manual and the Safer Neighbourhoods Focus Desk (SNFD).*

Areas for Improvement

➢ *The PMF needs to become further embedded within the POG[17], specifically on response teams and in general should be developed to include emphasis on individual as well as team contribution. It should include clearly defined expectations for response team sergeants and their teams as a priority and in general, specific and bespoke PIs[18] and targets for all BCU team outputs that reflect contribution to APP[19] priorities and*

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[17] Patrol Operations Group.
[18] Performance Indicators.
[19] Annual Policing Plan.

discernible links with workplace objectives in PDRs for individuals.

➢ *Leaders and Managers must develop formal and evidence based processes for performance management/reviews, that enables consistent and relevant evidence gathering. This will support and add rigor to the existing framework as well as provide an evidential audit trail.*

➢ *The compliance and follow up aspects of the PMF requires developing, ensuring that robust and timely feedback relating to performance is provided promptly and constructively, thereby supporting continuous improvement and giving the framework 'teeth'. There is some evidence of this occurring within the Crime Management Unit (CMU) for example, but it is not consistent.*

➢ *The BCU should consider enhancing the capacity within the Inspection, Review and Quality Assurance unit. This unit is well placed to monitor compliance issues adding integrity and resilience to the PMF.*

➢ *Police staff must be included within the PMF. With the exception of the Criminal Justice unit (CJU), police staff spoken to did not evidence any meaningful performance management or value the PDR process either as performance management tool or as a career development process. There was a lack of awareness of BCU priorities, such as detection and reduction targets, prolific and persistent offenders or performance achievement. Police staff managers should to be brought into a performance management framework, potentially by creating an organisational tasking group. This would generate accountability and raise awareness among police staff of their role in supporting and enabling frontline service delivery.*

CITIZEN FOCUS

Fairness and Equality in Service Delivery

Strengths

➢ *Section stop/search activity is monitored at monthly performance meetings and there is a Stop/Search Equalities Impact Assessment. New officers to the BCU are given a specific input on the use of section 1 powers as well as guidance as to the ethnic representation on the borough. The Community Safety Board provides the BCM with a community perspective on the use of PACE[20] stop search powers.*

➢ *SNTs have been implemented on all but 4 out of 11 wards and plans are well in hand to introduce the last four.*

➢ *There is ample and strong evidence available of effective community engagement, particularly demonstrated by the community response post the events of 7/7. These range from, for example a Community Safety Board, a Critical Incident Panel, Key Independent Networks/ward panels and Standing Together (ST is a domestic violence monitoring forum).*

Areas for Improvement

➢ *The BCU should work to establish a properly constituted Independent Advisory Group (IAG), not withstanding the ad- hoc use of the Critical Incident Panel in this capacity.*

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[20] Police and Criminal Evidence Act 1984

There are also Race Relations Amendment Act (RRAA) responsibilities and a challenging political environment that an IAG will be well placed to advise on.

➢ 3rd party reporting facilities/opportunities require development in order to reach hard to hear groups; that said there are 3 new planned facilities due to be opened in 2006.

Neighbourhood Policing and Problem Solving

Strengths

➢ Public reassurance is given prominence in a number of BCU strategies, notably Operation Lacoste, an operation that is specifically citizen focused which seeks to embed the concept into all BCU/public contact.

➢ SNT's have a dedicated SMT lead (Chief Inspector Partnerships and Community). There is a performance management framework in place, that measures both quantitative and some qualitative aspects of SNT performance. The quantitative aspect focuses on twelve specific elements of work performed by staff, ranging from number of arrests, search warrants executed, stop and search figures, to Crack House Closures and ASBOs[21]. The BCU has undertaken limited work relating to qualitative data collection in the form of public questionnaires. This has provided it with some baseline data as to community confidence and satisfaction, which while rudimentary has potential for future development.

➢ It was evident that the Safer Neighbourhood officers on the pilot BCU were accountable for local priorities and that all staff up to and including the team inspector had been given clear performance expectations.

➢ A number of consultation forums assist the BCU to identify local priorities. There was evidence that these are serviced within BCU mainstream tasking processes as well as via a community tasking process. The latter, while at an early stage of development is specifically designed to deal with quality of life issues through adopting a problem solving/partnership approach.

➢ The BCU and the LBHF have jointly funded 2 new SNTs, an additional 2 constables for each of the town centres, and a SN co-ordinator, a tangible demonstration of the commitment of both LBHF and the BCU to the SN initiative.

➢ The BCU has invested in community intelligence by creating a Safer Neighbourhood Focus Desk (SNFD), serviced by an analyst. Intelligence products include target and problem profiles, as well as Prolific and persistent offenders (PPOs) intervention plans and are also used to inform the BCU Tasking and Co-ordination process.

➢ There is a Media Strategy that ensures a proactive approach to disseminating important information and reassurance messages to the community. The BCM has a highly positive community profile as a consequence.

➢ SNTs are aligned and dedicated to wards, are ring fenced against most abstractions and plans are well in hand to introduce four new SNTs by April 2006.

➢ The BCU has a problem solving advisor working from the SNFD and problem solving is well advanced as a crime reduction technique. All SNT sergeants are trained in problem solving as well as some constables and police community support officers (PCSOs). All SNT staff have received standard MPS training in neighbourhood policing. There is also a Safer Neighbourhoods Co-ordinator, a post that is jointly funded by the BCU and Local Authority.

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[21] Anti Social Behaviour Orders

Areas for Improvement

➢ *Operation Lacoste while well intentioned and showing some early signs of development requires embedding as a BCU operating philosophy. This could be achieved via integrating Citizen Focus into the BCU Strategic Assessment and thereby into its control strategy, delegating full time co-ordination for all strategy strands to a member of the SMT and/or creating specific PDR objectives for relevant staff.*

➢ *Chief Inspector Partnership requires an operating strategy enabling a more coherent and co-ordinated approach to be brought to the partnership/SNT/community business area. This should be underpinned by clear objectives and a performance management framework - Operation Lacoste could conceivably be developed to encompass this.*

➢ *There is scope for the BCU to undertake more qualitative data collection to gauge the effectiveness of the Safer Neighbourhood teams, however there are the inevitable issues of cost and sustainability to consider.*

➢ *The SNTs are proactive in engaging and communicating with their respective wards and have a high profile within their respective communities. However, while the BCU invests effort in ensuring accessibility and visibility externally (e.g. a proactive media strategy ensures good use of the local press) internally, the rest of the BCU seems either unclear or unaware of the role of SNTs and their contribution to BCU performance. The BCU needs a formal documented communication and media strategy covering both internal and external communication matters in order to pull together all communication strands, thus ensuring that SNTs and Partnership policing is further integrated into BCU operational business. The SMT lead for the SNTs and Partnerships could be delegated this responsibility.*

CUSTOMER SERVICE AND ACCESSIBILITY

Strengths

➢ *The Media Strategy operates via a memorandum of understanding between the local press and the BCU in relation to the publication of sensitive information. The press have been invited to accompany police at various operations such as Crack House Closures, maximising opportunities to publicise success or promulgate information relating to reassurance and crime fighting activity.*

➢ *There is a front desk improvement strategy in place co-ordinated by an inspector as part of Operation Lacoste.*

➢ *The BCU website provides comprehensive information and has a provision for reporting crime on line and an email/enquiry facility. Hyperlinks with the local authority are also being considered.*

Areas for Improvement

➢ *The Citizen Focus strand of the BCU vision (as defined by operation Lacoste) needs to be more effectively promulgated within the BCU among all junior staff (police/police staff). Citizen Focus PDR objectives will sharpen focus and provide impetus and 'in house' dip sampling' across the police/public interface will also generate impactive feedback. Greater use of the internet, a talk back facility and/or a Help Desk working within the TIB are also options for improvement that the BCU may wish to consider.*

Professional Standards

Strengths

➢ *The BCU has a low level of complaints and there is evidence demonstrating competent complaint management by inspectors and senior managers/leaders. The BCM (supported by the SMT) also demonstrates an uncompromising approach to maintaining acceptable standards of behaviour using the MPS written warning system proportionately and effectively and making appropriate referrals to the MPS Professional Standards Directorate (PSD). Complaint trend data is also provided to the BCU by PSD.*

REDUCING CRIME

Volume Crime Reduction

Strengths

➢ *The BCU has a well structured Strategic Assessment and the Control Strategy informs all tasking processes and is regularly reviewed by the BCUs Higher Analyst and quarterly by the SMT.*

➢ *The BCU recognises correlation between effective offender management and crime reduction and has invested heavily in pro-activity and priority focused teams.*

➢ *Problem solving is used as a crime reducing tactic specifically in relation to Burglary and Vehicle Crime reduction. The BCU has also created the post of Crime Prevention Inspector with a remit to focus on prevention, target hardening and partnership working, thereby developing and encouraging the wider application of problem solving over the long term.*

➢ *The BCU generates both short and long term reduction activity via its TTCG[22] and fast time interventions or' hot tasking' via the Daily Management Meeting (DMM).*

➢ *The BCU has a full complement of analysts overseen by a Higher Analyst. Consequently BCU reduction activity is supported by a range of analytical products that to an extent are predictive and of satisfactory quality. Analysts are used appropriately and are well supported by researchers. The investment is clearly paying dividends with quality tactical assessments effectively informing the TTCG process resulting in a consistent reduction performance.*

➢ *The BCU has invested in an ASGARD[23] Review Team, responsible for monitoring NCRS compliance as well as quality assuring investigations and maximising detection potential.*

➢ *Crime reduction objectives are used as a performance management tool in staff PDRs. However, these are at present generic and should be developed as bespoke, pertinent to individual roles and responsibility.*

➢ *The BCM is a committed and energetic member of the Local Strategic partnership (LSP), is deputy chair of the CDRP and also sits on the Local Public Services Board.*

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[22] Tactical Tasking and Co-ordination Group.
[23] MPS Detection Improvement Plan.

Consequently partnership working is mainstreamed across the BCU and evidence was found of a commitment to long term crime problem solving, for example via the Burglary Task Group chaired by the Detective Superintendent, Operation Tenpin (see good practice review) and local community tasking resulting in 17 crack-house closures over the last 6 months.

Areas for Improvement

➢ *There is some scope for the SNT's to be allocated crime allegations relating to quality of life issues within their wards. At present the default position is not to allocate any crime investigations to these teams. The inspection team considers that there is a level of local knowledge and community engagement developing in the SNTs, particularly at sergeant level, that would enhance the detection potential for such crimes as well as increase ownership of such issues among the SNTs. Community confidence will also increase due to consequent increased visibility and accessibility.*

INVESTIGATING CRIME
Managing Critical Incidents and Major Crime

Strengths

➢ *The Combined Operations Group (COG) structure ensures sufficient resilience and capability to deal with critical incidents, well evidenced by the BCU's effective response on 7/7. The BCU has also subsequently put into place excellent contingency arrangements and equipment availability as a result of learning from the events of 7/7. There is an on call system ensuring access to senior detectives as well N/D CID capability that provides an element of expertise essential to Golden Hour response and major crime investigation.*

➢ *The Daily Management Meeting process ensures that critical incidents are identified and appropriate action commissioned at the earliest opportunity.*

➢ *There is a separate budget for critical incident resourcing that is held by the BCM.*

➢ *The BCU has an excellent track record in relation to attracting resources (both financial and expert) to enhance its major crime investigation capacity. The approximate sum of £300,000 has been obtained by the BCU to assist it in various operations such as Operation Breeze a cross border robbery initiative, surveillance of MAPPA targets as well as purchasing an impressive range of surveillance equipment that is well utilised and has been instrumental in generating some creditable arrests for priority crime.*

➢ *The BCU also ensures via a workforce planning process that staff are located across the BCU where best use may be made of their skills. The BCU has also designed and delivered bespoke training to ensure ongoing development and training is available for identified priority areas such as detective, SOIT and FLO trained officers in addition to proactively recruiting such skills into the BCU. Consequently the BCU has an impressive breadth and depth of experience at all levels within the COG, but particularly within its leadership team which bodes well for future performance.*

➢ *All BCU staff interviewed are aware of and demonstrate knowledge of critical incidents and Golden Hour procedures. All have also received appropriate training as well as regular updating. The BCU practices operational debriefing as a matter of course and as a*

result staff were confident and felt able to discuss areas for improvement as well as positives with senior managers.

➢ *Community Impact Assessments are effectively used and the regular recourse to the Critical Incident panel for advice and guidance demonstrates effective engagement to a level that attracted force approbation post 7/7.*

Tackling Serious and Organised Criminality
Strengths

➢ *The BCU has an extensive dedicated proactive capability aligned to BCU priorities within the COG. Proactive teams are viewed by staff as an attractive posting and there is healthy competition to achieve selection. There is a clear developmental path into the CID and a good mix of uniform and CID colleagues working alongside each other at all levels, fostering a good relationship and exchange between uniform officers and detectives.*

➢ *The teams are well resourced (see organisational chart) and there is sufficient flexibility enabling reactive work to be serviced and proactivity to be maintained.*

➢ *The BCU has an excellent, robust Proactive and Tasking procedure (PATP) and has had creditable success in attracting resources to service level 2 work.*

Volume Crime Investigation

Strengths

➢ *The COG is imbued with a definite and strong work and performance ethic. All staff interviewed and spoken to within the COG displayed and evidenced accountability, awareness of priorities, targets and team achievement. Individual bespoke targets for detections are to be introduced in April '06. All staff accept and support this development.*

➢ *The COG has recently been restructured in order to better target resources onto priority crime management and improve detection rates. Overall sanctioned detection rates have improved and are approaching the MPS average, although achieving the BCU target within the year will be challenging for this and other priority crime categories. There has also been some improvement in Robbery detections and the motor vehicle crime detection rate is on target. Burglary detection rates give cause for concern and TCG tasking has been adjusted to reflect this.*

➢ *There is detections gold group in operation, chaired by the detective chief inspector and a detections improvement plan is in the process of being developed, also under the aegis of the DCI. The identified gap is in obtaining TICs and the BCU has increased focus on this aspect of detection, as well as creating the ASGARD team, tightening forensic docket management and reviewing detections during the daily management meeting (DMM), to ensure that all necessary actions are taken.*

➢ *There is a Financial Investigation Unit in operation, staffed by a mixture of police/police staff investigators with some early evidence of successful asset confiscation. The BCU funds this unit locally.*

➢ *There is a BCU Crime Allocation Policy, ensuring that crime investigations are allocated to appropriate staff, maximising detection potential. This is supported by minimum standards for robbery and burglary investigation as well as Hate Crime. Priority crime workloads are significant but supervisors displayed satisfactory knowledge of staff caseloads and evidenced the use of investigation plans and intrusive supervision.*

> *The post of Detective Inspector for Crime Investigation is also being created which will introduce a further level of close supervision enabling greater focus on compliance and enhanced quality control of both initial and secondary investigations.*
> *The CMU focuses on National Crime Reporting standards (NCRS) compliance, quality assurance and detection potential. There is a consistent feedback process and 'recidivists' are seen individually by CMU supervisors and given appropriate input.*
> *The Community Safety Unit is appropriately staffed and provides 7-day coverage. There are satisfactory levels of supervision and caseloads are closely monitored.*

Areas for Improvement

> *The BCU is developing an action plan to improve the rate of sanction detections particularly for burglary, robbery, vehicle and violent crime. Alongside existing initiatives, this needs to include work to increase [offences] Taken Into Consideration (TICs), Post Sentence Visits (PSVs) resulting in charges, minimum standards of investigation, team-based targets, s18 searches and the use of Fixed Penalty Notices for Disorder (FPNDs). The DCI (Crime) has responsibility for producing this plan.*

Improving Forensic performance

Strengths

> *There is a BCU Forensic Strategy progressed by the Borough Forensic Manager (BFM), who is based on the BCU but line-managed centrally. The individual has worked hard to improve forensic performance on the BCU.*
> *The BCU has recently reduced its outstanding forensic and fingerprint dockets from 300 to 63 (at the time of inspecting). There is now an effective monitoring system and an encouraging number of detections resulting from a more organized approach to docket management.*
> *Burglary scene attendance is now at 86% and there are strategies in place to encourage officers to request scene attendance at robbery and Motor Vehicle scenes. This has generated increased fingerprint and DNA retrieval rates across all 3 priority crime types. The BFM has conducted inputs into the Robbery team to raise awareness of forensic opportunities at such scenes. All BCU robbery cars have also been equipped with swab kits.*
> *The Forensic Practitioner team has a PMF with clear accountability and appropriate targets. There is also evidence of regular use of CRIMINT[24].*
> *Livescan is regularly used; criminal justice samples are consistently taken because the Case Progression Unit Manager ensures early assessment and identifies both evidential and forensic opportunities.*
> *The BFM is also a member of the SMT and regularly attends tasking.*

Narrowing the Justice Gap

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[24] MPS Intelligence Management System.

Strengths

➢ *The CJU has a good relationship and liaison arrangements with lawyers co-located within the BCU and there are weekly meetings with the Branch Crown Prosecutor (BCP), lawyers and CJU staff.*

➢ *The BCP also gives inputs to supervisors as to the quality of case file supervision, which are well received.*

➢ *The CJU operates monthly performance meetings and the Chief Inspector actively monitors caseloads and progress using activity logs. The cracked and ineffective trial rate has reduced from 30% to 21%.*

➢ *The CJU operates a premium service for PPOs and Persistent Young offenders (PYOs).*

➢ *An evidence advisor quality assures case files and provides feedback to officers via supervisors.*

➢ *The CJU manages warrants and their execution and priority crime warrants are fast tracked. Response teams are allocated warrants to execute on a weekly basis and the CID receive outstanding category 'A' warrants for review and progress.*

➢ *The BCU has a Case progression Unit providing cover from 8 to midnight, 7 days a week and deals with response team prisoners.*

➢ *CI/CJU is a regular attendee at Local Criminal Justice Board meetings.*

PROMOTING SAFETY

Reducing Anti Social Behaviour

Strengths

➢ *Reassurance is included as a significant aspect of all BCU operational strategies, although there is not a specific strategy.*

➢ *Every BCU ward will have a SNT by April 2006, two of which are as a result of a match funding initiative with the LBHF. There are currently 11 teams covering 12 wards.*

➢ *A recent safer neighbourhood survey produced results indicating a satisfactory level of public satisfaction but as yet there is no clear methodology for consistently assessing public satisfaction and fear of crime.*

➢ *SNT staff are equipped with mobile phones, email addresses and are innovatively used to for visiting burglary artifice victims to offer crime prevention advice as well as reassurance patrols post operational activity (for example crack house closures).*

➢ *The BCU has a youth officer and 4 dedicated school liaison officers, 1 of whom is based at a large secondary school*

➢ *The Metropolitan Special Constabulary (MSC) comprises a team of 39 officers currently deployed to town centre public order patrols. There are a further 12 in training and the unit is well led and intelligently tasked via the TTCG.*

Reducing Anti Social Behaviour
Strengths

➢ *Anti Social Behaviour (ASB) is included in the CSS. There is an SMT lead (CI/Partnerships*

and Community) and although ASB does not appear in the BCU strategic assessment or control strategy, it is an integral feature of SNT and SNFD activity.

➤ *There is a community tasking process that focuses multi agency resources into problem solving. ASB is addressed predominantly within this form.*

➤ *The MSC are deployed via the TCG into the town centres and football matches to address ASB.*

➤ *All community policing activity is centred on safer Neighbourhoods and SNTs work on problem solving using Acceptable Behavior Agreements, Anti Social Behavior Orders, Dispersal orders, Crack House Closure and various community based initiatives.*

➤ *There is an information exchange protocol in existence between the BCU and Local authority which supports PPO management and the community tasking process.*

➤ *CI/Partnerships and Communities chairs the Borough Partnership ASB strategic forum. ASB interventions are reviewed on a case by case basis and individual indicators are included on SNT work returns.*

Protecting vulnerable People

Strengths

➤ *The CSU is well resourced, supervised and supported. There are standard operating procedures for all Hate Crime investigations as well as a repeat victim strategy that involves input and joint identification of offenders by both police and voluntary sector partners (Standing Together, specifically). Evidence of partnership working is strong, with partners holding the BCU to account for detection performance and investigation quality via the ST group. A healthy information sharing protocol exists between police and ST with a member of the CSU co-located with ST and a member of ST having access to police data after vetting.*

➤ *Minimum standards of reporting (BK 124D [25] sets out the standard and requirements) are actively policed by CSU staff and the unit provides feedback relating to compliance to reporting officers via supervisors.*

➤ *A positive arrest policy is in force and compliance is satisfactory.*

➤ *The BCU has plans to introduce a Hate Crime reporting car staffed by members of the CSU, that will provide operational staff with on the spot guidance, advice and access to expertise.*

➤ *Two Operation Athena [26] days per annum are pursued.*

Areas for Improvement

➤ *The average CSU caseload (17-22 investigations per officer)is high with racially aggravated crimes allocated to Beat Crimes Unit (BCU) staff. The CSU has adequate supervision but case allocation should be reviewed with potential allocation of more serious matters referred to the CID major crime team.*

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[25] MPS Domestic Violence reporting protocol and investigation minimum standards guidance.
[26] MPS corporate diversity operation.

➢ *BCU staff are probationer constables and therefore inexperienced and presenting a risk to effective investigation of this sensitive and complex investigation type. It may be that such crimes are better allocated to SNTs where there is a repository of experience at sergeant level and developing local knowledge among SNTs which will improve detection potential as well as enhance community confidence.*

➢ *CSU proactivity is driven by the Racial and Violent Crimes Task Force (RVCTF) and is not directly linked to the BIU. Proactivity is generated from the CSU to RVCTF via the PATP process or via the F302 problem solving procedure from the SNTs, thus the CSU apparently falls outside the NIM loop. Tasking the CSU via the mainstream BCU TTCG process will ensure that Hate Crime nominals who are for example also PPO's or PYOs or ASB nominals, are targeted as part of an integrated intervention rather than in the stand alone fashion operating at present.*

➢ *Victimless prosecutions are not pursued by the CPS unless the victim has given a statement, the suspect has been charged and the statement is then subsequently withdrawn. There are thus missed opportunities for detection and given that the BCU is struggling to reach this target, the matter should be pursued by the BCM via the Local Criminal justice Board.*

PROVIDING ASSISTANCE

Call Management

Strengths

➢ *The BCU is not currently meeting MPS targets for response to 'I' and 'S' calls. The BCU has put into place an occasional review process whereby an overly long response to an 'I' call is investigated when brought to the attention of the SMT and team inspectors are required to provide an explanation.*

➢ *Extraneous non essential work generated by CAD[27] demand has been reviewed and there has been some reallocation of such work (ranging from arrest enquiries, statement taking, MISPER debriefs etc.) to various other BCU units including the SNT where available and appropriate.*

➢ *The BCU has a call receipt function in place as well as a telephone investigation (TIB) facility.*

Areas for Improvement

➢ *'I' and 'S' calls must be more effectively managed in order to improve response times. While there is a procedure in place as above, it is reactive and only initiated on receipt of complaints or identified as part of the periodic review process above. Poor response times have a deleterious effect on public confidence when police are slow to attend crime scenes or other incidents of public concern, such as anti social behavior. CAD room feedback indicates that general call management could be improved, as well as staff booking on*

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[27] Computer aided despatch.

procedures providing a complete overview of all available personnel. Procedures such as call back, feedback loops as well as one stop help desks linked to or part of the TIB will also assist.

➢ *The TIB currently takes on approximately 23% of call receipt and investigation and there is significant scope for improvement.*

Accessing Specialist Operational Support

Strengths

➢ *The BCU has access to, at both strategic and BCU level and regularly uses the requisite skills necessary to service its particular and unique demand profile, in terms of level 2 crime, firearms incident management, policing sporting events and other public order commitments.*

➢ *There are up to date contingency plans in place that have been recently exercised and the BCU is extremely well rehearsed in public order and sporting event management as a result of the presence of 3 major football grounds within its borders.*

➢ *The SMT collectively has a range of training and skills as well as extensive and valuable experience levels available for commanding public order, firearms and other public order events. As stated above, given the public order demand and the events of 7/7 these skills are practised and honed. There is also a satisfactory level of training and experience among inspectors and sergeants, enhanced by regular post event debriefing, resulting in a very creditable level of effective public order management and critical incident awareness.*

Roads Policing

Strengths

➢ *Responsibility for Roads Policing strategy rests with the MPS Traffic OCU[28] under the command of central operations. Responsibility for achieving casualty reduction targets rests with this OCU. However the BCU has a traffic management officer responsible for liaison in respect of operational or collision prevention issues, such as recently assisting the BCM to lodge objections to a suggested new road scheme in Hammersmith. The traffic OCU has recently re-located to LBHF and the BCU has been quick to create closer working linkage in order to enhance its operational options via the tasking process as well as take advantage of the newly available expertise, for example in relation to an anti social behaviour problem of off road motor cycling and moped robberies.*

RESOURCE USAGE

Human Resource Management

Strengths

➢ *The BCU has a professionally qualified Human resource Manager (HRM) who is*

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[28] Operational Command Unit

supported by adequate staff.

➤ *There is evidence of staff involvement in organisational change and re-structuring via ad hoc consultation groups or engaging staff association representatives in such processes. A recent example is the recent shift pattern change and compulsory transfers of Communications Officers.*

➤ *Staff association representatives meet quarterly with the BCM and the BCU management team (inspectors and Band D's) meet quarterly with the SMT.*

➤ *Absence levels due to sickness or injury are at commendably low levels and well within MPS targets. Corporate policy is vigorously implemented and BCU support for staff absent through illness or injury is tangible and consistent. Absence levels are reviewed in a number of forums and although good attendance is not proactively rewarded, absence is taken into account when considering job applications and competency related threshold payments etc.*

➤ *The BCU operates a fortnightly workforce planning meeting that manages and co-ordinates staff movement across the BCU. The meeting, attended by senior SMT members and chaired by the HRM sets out to ensure that such deployments accord with priority, skill requirement as well as being fair and open.*

➤ *The BCU has numerous staff working in flexible, compressed or part-time rosters in all departments. Staff have access to guidance, leaders and managers are aware of legislative obligations and all such requests are positively reviewed.*

➤ *The BCU has a documented and consistently implemented rewards and recognition policy.*

➤ *PDR submissions are discussed at SMT, performance meetings and BMT meetings and deadlines are enforced.*

Areas for Improvement

➤ *There should be a quality assurance process for PDRs, supported by guidance for SMART[29] objective setting. Feedback from staff (in particular police staff) indicates little value is placed by junior staff on PDRs as a meaningful method of either assessing performance achievement or as a career development opportunity.*

Training, Development and Organisational Learning

Strengths

➤ *There is a mandatory training schedule in place and absence is proactively addressed. Additional training requirements are agreed by the SMT on a quarterly basis in accordance with BCU priorities.*

➤ *Table top exercises are regularly planned and run with LBHF partners, providing valuable opportunities for joint training and contingency plan review.*

➤ *The BCU takes every opportunity to debrief major and critical incidents and there is ample evidence of learning being put into practice.*

➤ *Station Reception Officers have been given the opportunity to undertake NVQ training in customer focus.*

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[29] Specific, Measurable, Achievable, Relevant and Timely.

Areas For Improvement.

➢ *A Training Needs Analysis (TNA) has not been completed and therefore training needs cannot be accurately assessed, prioritised or serviced, the above notwithstanding. The new shift pattern provides greater opportunity for training and a TNA would assist in ensuring that this is optimized.*

➢ *The BCU should also conduct a staff skills audit, there is no central database in place. This would again assist to ensure that training was directed as deficit requires but also that existing staff expertise is accessed and better utilised.*

Race and Diversity

Strengths

➢ *There is no evidence of inappropriate behaviour in terms of racism, sexism, homophobia or bullying either from direct contacts with staff or from examination of 'fairness at work' cases.*

➢ *As previously stated there are well publicised Fairness at Work procedures in place, these are accessed and used by staff with the assistance of BCU Fairness at Work Advisors.*

➢ *Staff associations are regularly consulted, engaged and are present at significant meetings such as Workforce Planning, absence/performance case conferencing.*

➢ *The BCU has management information available pertaining to female and VEM[30] staff representation across the BCU.*

Areas for Improvement.

The BCU does not have a specific diversity strategy that is the responsibility of a BCU 'Champion' but relies on the MPS corporate strategy for guidance. This has led to inertia in a number of areas as follows:

➢ *The BCU must commence diversity proofing internal and external operating policies and strategies as per the legislative responsibilities imposed by the Race Relations (Amendment) Act 2000. It should seek to develop a formal IAG in order to do this rather then rely on current ad hoc arrangements.*

➢ *The workforce planning meeting should be developed to encompass an element of 'diversity proofing' ensuring that female and VEM representation is monitored, informing decisions relating to staff deployment.*

➢ *There are no action plans in place support activity in relation to either the 'Gender Agenda' or 'Breaking Through'; both are supported by the Home Office as necessary to support the retention and progression of female and visible ethnic minority officers and the BCU should integrate both into its Diversity strategy.*

➢ *Although the BCU is proactive in addressing Disability Discrimination Act 1995 responsibilities, this is not integrated into an overall diversity agenda and as such seems to be managed as a 'stand alone' piece of business rather then part of the whole diversity agenda.*

Resource Management

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[30] Visible Ethnic Minority.

Strengths

➢ *Financial management under the aegis of the Finance Manager who is a member of the SMT. Financial matters are reviewed regularly at every SMT meting as well as the monthly performance meeting. There is robustness with police overtime budgets delegated to inspectors and police staff equivalents. At the end of period 7 the BCU is projecting an overspend of approximately £600,000 or 8.6% of its budget. £420,000 of this amount is however attributable to Operation Theseus, funding for post 7/7 investigation and reassurance activity.*

➢ *The BCU is proactive in generating income growth and cost recovery, as well as obtaining match funding from Territorial Policing HQ for priority crime operations.*

➢ *The new shift pattern adopted by the BCU is Working Time Directive compliant. Staff working hours are monitored either by a review of BCU 'high earners' or, outstanding rest days. SMT line managers are required to interview relevant staff and agree actions to reduce workloads and reduce outstanding rest days.*

 Areas for Improvement

➢ *The response teams do not operate a safe crewing/patrol policy and the default position is to double crew because 'its not safe otherwise'. Evidence indicates that workloads on teams are not unduly onerous, despite response team perception that it is otherwise, and that more efficient call management is necessary as well as resource deployment.*

➢ *The shift system has been changed twice in quick succession and latterly has achieved 'best fit' (corporate feedback) with response demand. That said there are still large levels of abstractions provoked by the BCU football aid commitment, often exacerbated by changes in pre arranged kick off times. There is a need to improve management of this type of aid abstraction, since rest day cancellation and short notice duties disruption is a major cause of frustration on response teams. The inspection team notes however that the burden on the BCU resources is disproportionate in comparison with other MPS BCUs. Hammersmith and Fulham BCU has three major football grounds as to opposed to others having one, within its borders but is expected to 'self aid' all these with some support from MPS corporate event planning department (CO11). Therefore the abstraction burden maybe said to be multiplied by 3, having a profound impact on BCU capability and operational capacity. There is also a considerable command burden on the SMT over and above their 'day' jobs.*

➢ *There is a need for an overall demand management strategy, demand analysis/profile and an SMT champion to co-ordinate a range of potential initiatives that will help increase BCU capacity. This should encompass existing related work notably on minimum strengths, repeat calls hotspots, review of local football deployments, problem- solving, duties planning and the use of community volunteers, etc.*

Information and Communication Technology Management

IT matters are corporately managed and co-ordinated by a central department within the MPS. The BCU has a Business development officer/account manager assigned to it to co-ordinate corporate projects or if required, to allocate resources to the BCU for locally driven projects.

National Intelligence Model (NIM)

Strengths

➢ *There is a six- monthly Strategic Tasking and Coordination Group (STCG), which considers the Strategic Assessment and agrees the Control Strategy. Strategic partners are engaged and the process is chaired by the BCM.*

➢ *NIM is 'championed' by the Detective Superintendent who has promoted BCU adherence to the model and chairs the TTCG. There is a community based process that engages partners. Both are held on an alternating two weekly basis.*

➢ *The BIU[31] is well resourced and led, effectively servicing the BCU generally and the COG specifically. It is central to all operational activity which is managed via the PATP process. There is rigorous adherence to the BCU control strategy and the process is informed by a satisfactory standard of analysis.*

➢ *CHIS[32] intelligence is used to good effect via the dedicated source unit, which is also tasked via the TCG.*

➢ *Tactical and strategic assessments are produced by the BCU analyst and are quality assured by the Higher Analyst.*

➢ *There is a good standard of intelligence input to CRIMINT, with PCSO's being particularly proactive.*

➢ *Most PPO's have subject profiles and intervention plans and those outstanding will be developed.*

Areas for Improvement

➢ *The BCU should consider amalgamating the weekly intelligence meeting and the TTCG since there is duplication of function.*

➢ *Intelligence debriefing would greatly assist the intelligence flow and potentially contribute to the sanctioned detection rate. The BCU should consider training the CPU in initial interviewing.*

➢ *The BCU should consider relocating the SNFD into the BIU so that it becomes an integrated part of the BIU thus mainstreaming safer neighbourhood business.*

➢ *The SNFD also manages PPO's and this function should also be located under the direct aegis of the BIU, since PPOs require more effective dissemination across the BCU. Staff do not evince satisfactory levels of knowledge as to PPOs and the SNTs are running their own 'mini leagues'.*

➢ *Response team briefings are pedestrian, and require reviewing and revitalising both in terms of content and delivery which was largely lacklustre and lacking in dynamism. Supervisors should be trained in effective briefing preparation and technique.*

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[31] Borough Intelligence Unit.
[32] Covert Human Intelligence Source.

Appendix 'A'

In the course of being amended at the time of this publication.

Appendix B – Summary Findings Forensic and PDR Audits

Forensic Audit.

- MPS has devolved the forensic annual budget of £581,000, which is heading for an overspend of about £52,000.
- The MPS BCU target for attending burglaries is 85%. Hammersmith and Fulham is achieving 81% (ranked 18th in MPS).
- The MPS BCU target for attending autocrime scenes is 10%. Hammersmith and Fulham is achieving 13% (ranked 17th in MPS).
- The MPS BCU target for attending street crime incidents is 8%. Hammersmith and Fulham is achieving 12.1% (ranked 9th in MPS).
- There is a fair system in place for identifying, prioritising and tasking forensic "hits" in relation to prominent offenders.
- The role of custody support manager appears to be providing an effective service within the custody environment.
- The Borough now has a system in place to reduce the number of forensic samples without AS numbers.
- There is no effective system in place for the capture of shoe prints in the custody suite.
  - For the 50 custody records examined DNA was taken or confirmed in 90% of cases.

PDR Audit.

- 100% of PDRs examined had generic objectives set.
- The quality of most PDRs is fair.
- The quality of probationer PDRs is good.
- Currently there is no QA mechanism in place in order to examine the quality of submitted PDRs.
- Management information is available to the BCU on PDRs.
- The BCU is performing well against the MPS corporate targets for sickness management.
- Absence is proactively managed on the BCU.

Appendix C - iQuanta performance Data

Boston Box   Crime Reduction by MSBCU

Total Crime

MSBCU	YTD (April to Dec) 2004 to 2005	2001/02 to 2004/05
1	-1.43%	6.93%
2	-0.63%	5.65%
3	-7.25%	-14.45%
4	2.71%	-6.93%
5	0.70%	7.56%
6	-5.19%	-8.24%
7	1.76%	-5.60%
8	-1.34%	0.92%
9	-2.24%	-19.81%
10	-2.88%	20.08%
11	1.12%	-2.63%
12	-1.79%	-4.24%
13	-10.21%	-2.53%
14	-6.41%	-11.41%

Hammersmith & Fulham	-6.82%	-7.96%
MSBCU group mean	*-2.84%*	*-4.42%*

MSBCU Total Crime Reduction - Hammersmith and Fulham BCU
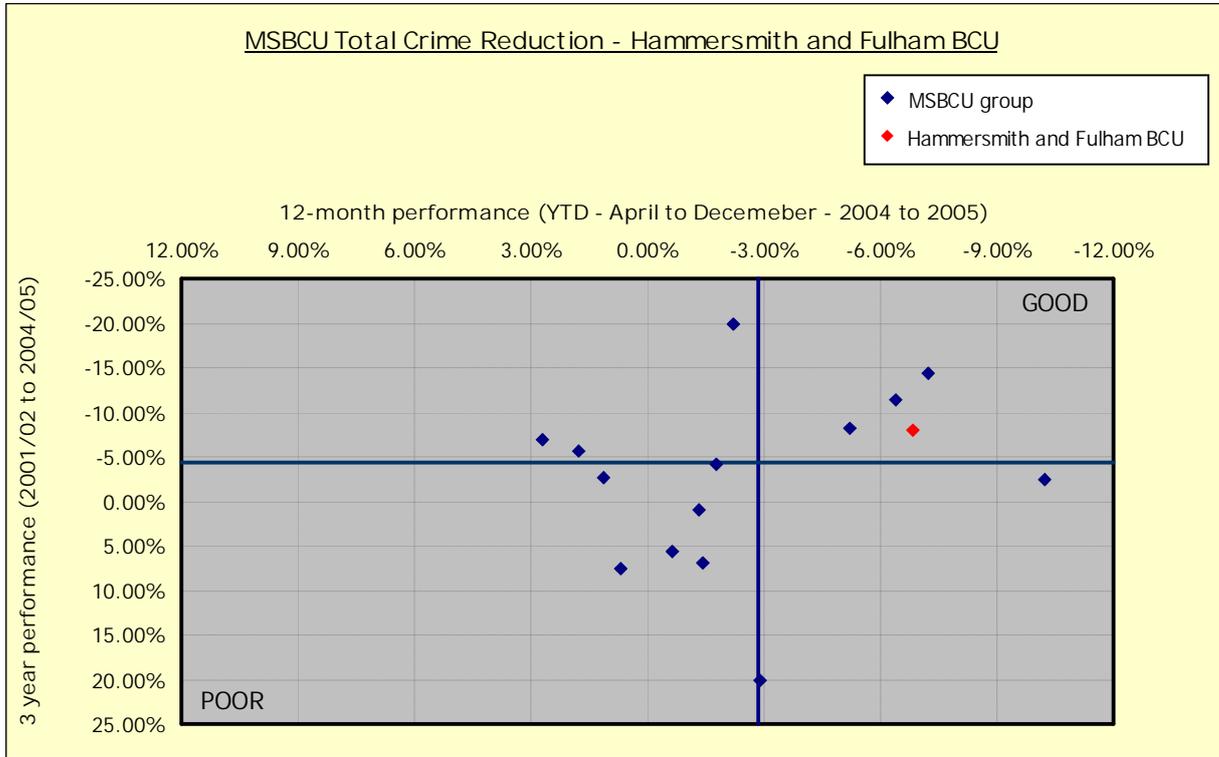
Boston Box   Crime Reduction by MSBCU

Domestic
Burglary

MSBCU	YTD (April to Dec) 2004 to 2005	2001/02 to 2004/06
1	-3.12%	-6.12%
2	-29.13%	16.39%
3	0.59%	-25.65%
4	21.14%	-7.14%
5	9.83%	4.21%
6	-2.69%	-12.15%
7	-10.04%	-16.98%
8	-10.24%	-17.36%
9	-6.80%	-42.65%
10	-11.54%	-0.04%
11	8.52%	-14.64%
12	-8.10%	-17.77%
13	29.25%	-10.58%
14	-17.96%	-13.93%
Hammersmith & Fulham	5.86%	10.26%
MSBCU group mean	*-3.06%*	*-13.94%*

MSBCU Domestic Burglary Reduction - Hammersmith and Fulham BCU
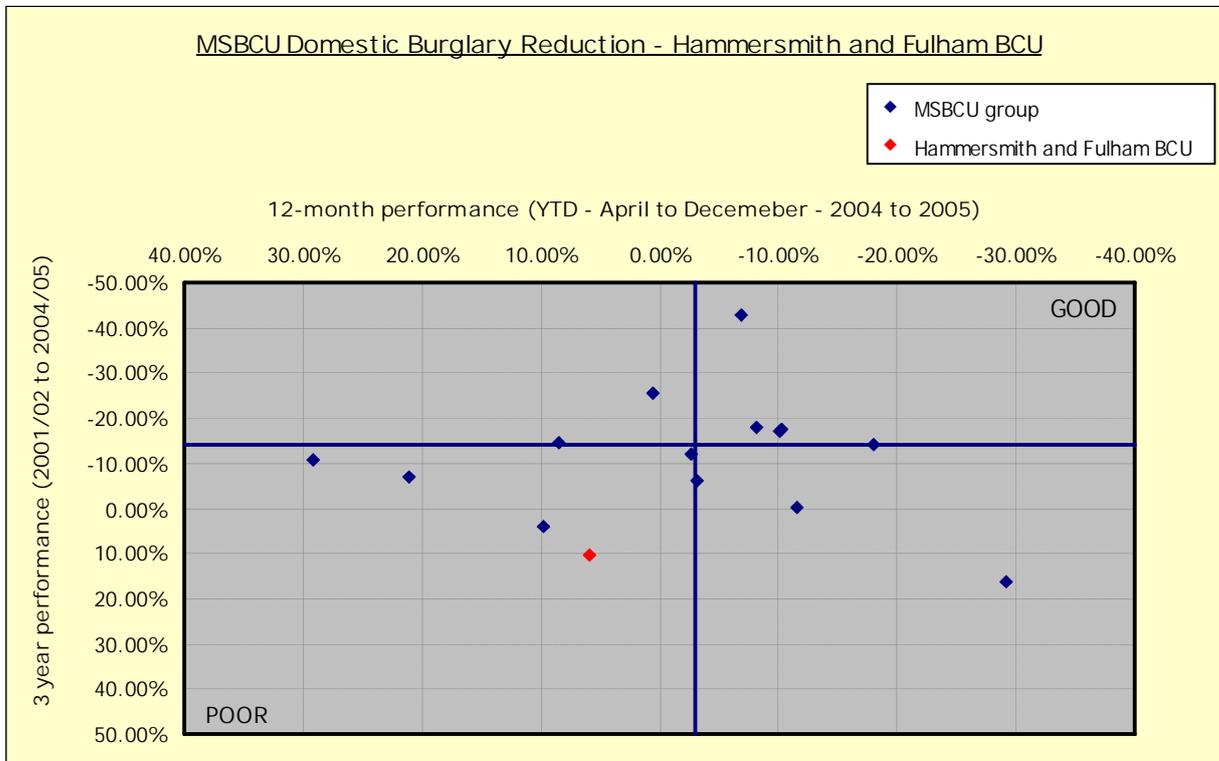
Boston Box   Crime Reduction by MSBCU

Robbery

MSBCU	YTD (April to Dec) 2004 to 2005	2001/02 to 2004/06
1	11.10%	-11.66%
2	-15.26%	6.94%
3	-5.82%	-46.08%
4	22.44%	-30.87%
5	8.15%	56.27%
6	-7.48%	-35.99%
7	60.71%	-45.54%
8	17.71%	-25.02%
9	2.64%	-53.27%
10	18.32%	-9.31%
11	33.23%	-27.60%
12	24.05%	-22.03%
13	13.52%	-31.18%
14	14.75%	-24.28%
Hammersmith & Fulham	-9.86%	3.20%
MSBCU group mean	*11.98%*	*-29.95%*
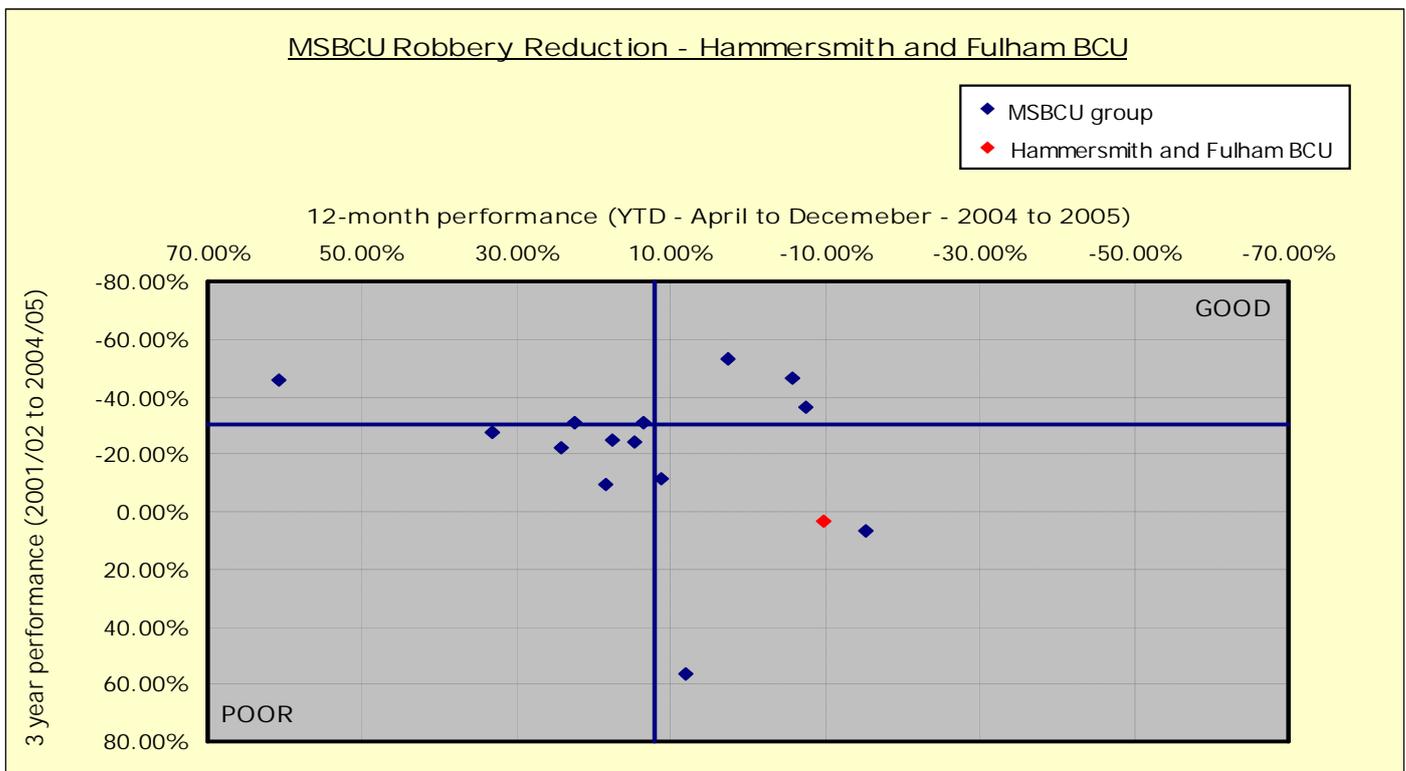
Boston Box   Crime Reduction by MSBCU

Vehicle Crime

MSBCU	YTD (April to Dec) 2004 to 2005	2001/02 to 2004/06
1	12.11%	-6.73%
2	-22.53%	-28.25%
3	-8.77%	-43.31%
4	-12.26%	-6.53%
5	-1.31%	-23.10%
6	0.28%	-28.34%
7	1.91%	-26.83%
8	15.78%	-29.89%
9	-1.76%	-44.36%
10	7.97%	-12.93%
11	13.95%	-15.06%
12	-4.98%	-23.82%
13	-8.32%	-27.83%
14	1.32%	-32.95%
Hammersmith & Fulham	-18.23%	-24.73%
MSBCU group mean	*-2.47%*	*-26.83%*

MSBCU Vehicle Crime Reduction - Hammersmith and Fulham BCU
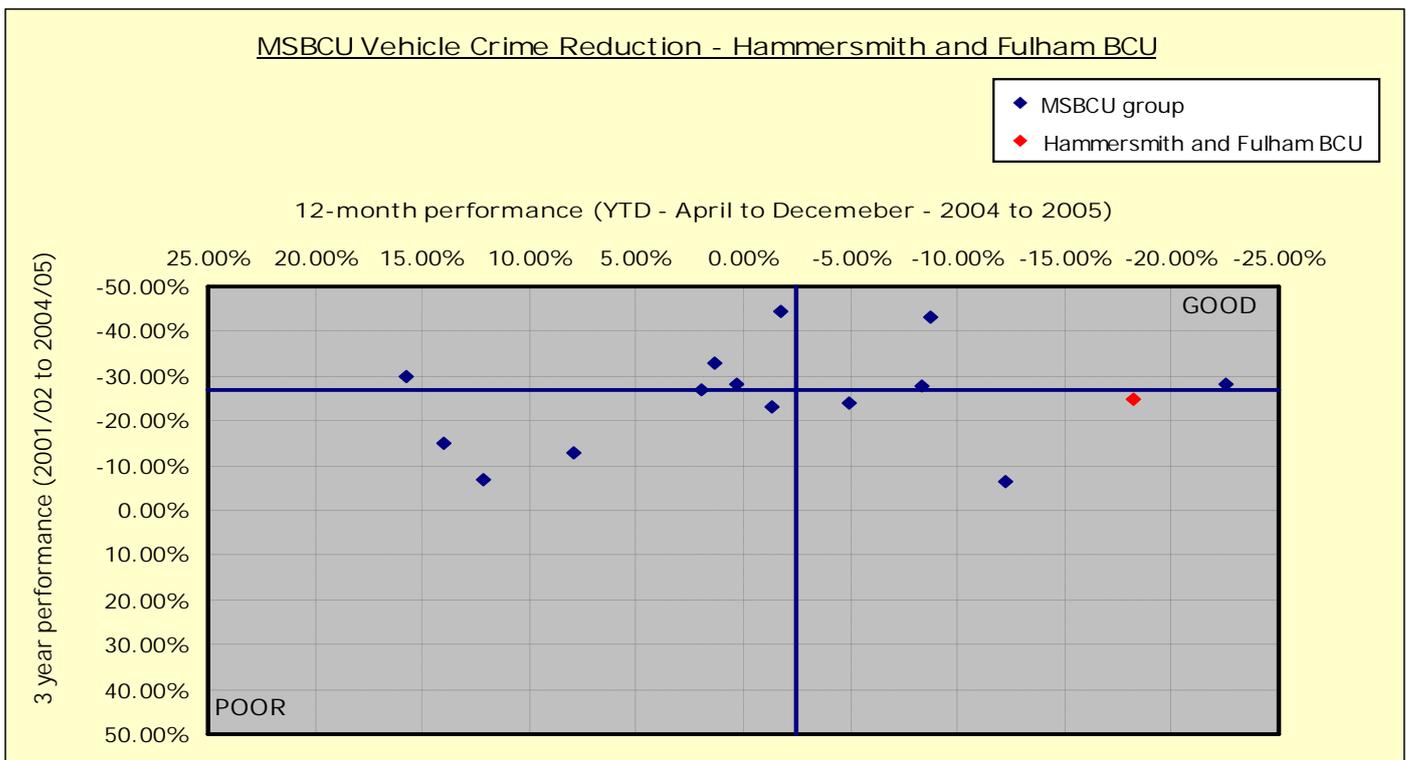
Boston Box   Crime Reduction by MSBCU

Violent Crime

MSBCU	YTD (April to Dec) 2004 to 2005	2001/02 to 2004/06
1	0.57%	37.42%
2	9.38%	39.36%
3	2.40%	14.15%
4	5.33%	5.44%
5	0.31%	27.50%
6	3.36%	-4.09%
7	24.50%	-0.33%
8	-4.02%	20.28%
9	4.34%	-11.84%
10	14.68%	27.90%
11	2.82%	12.61%
12	7.97%	8.32%
13	-1.23%	10.26%
14	9.18%	5.36%
Hammersmith & Fulham	4.37%	6.66%
MSBCU group mean	*5.35%*	*10.81%*

MSBCU Violent Crime Reduction - Hammersmith and Fulham BCU
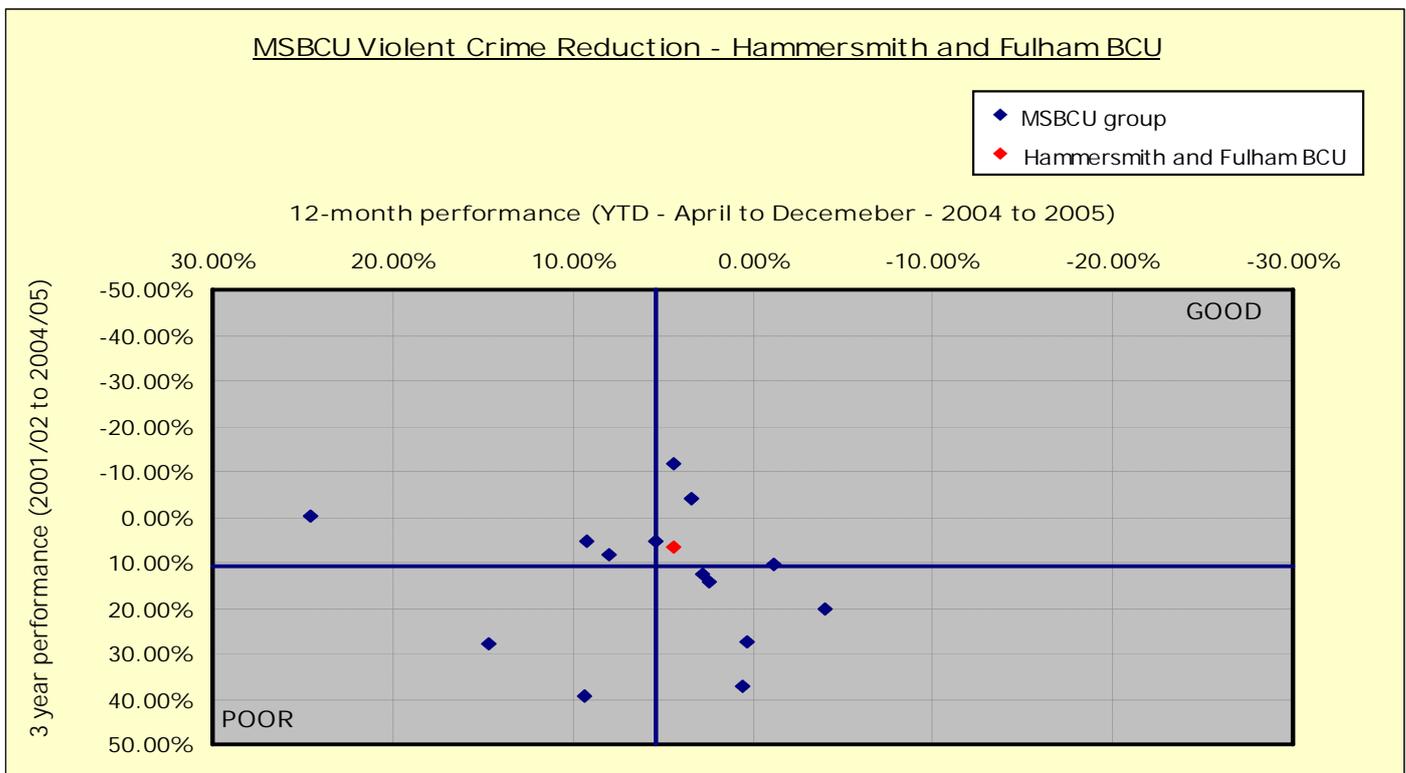
Boston Box   Sanction Detections by
                    MSBCU

Total Crime

MSBCU	YTD (April to Dec) 2004 to 2005	2001/02 to 2004/06
1	76.56%	12.07%
2	49.59%	5.73%
3	38.32%	24.46%
4	33.25%	22.28%
5	18.24%	-0.83%
6	44.57%	17.85%
7	15.07%	-5.77%
8	9.23%	42.13%
9	40.39%	63.14%
10	15.06%	-20.67%
11	31.63%	18.68%
12	50.82%	6.27%
13	67.35%	13.13%
14	26.41%	10.43%
Hammersmith & Fulham	19.30%	3.76%
MSBCU group mean	*35.84%*	*13.71%*

MSBCU Total Crime SD rate - Hammersmith and Fulham BCU
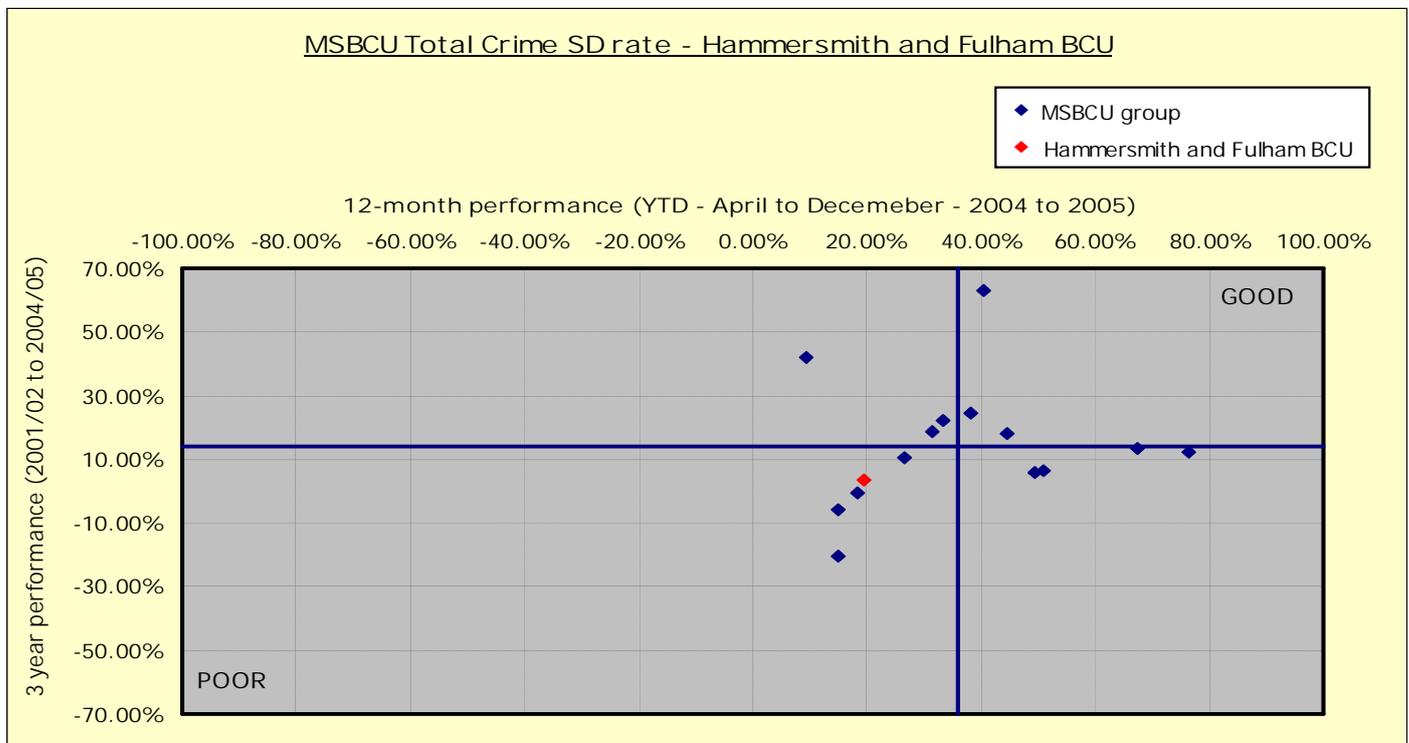
Boston Box   Sanction Detections by
                    MSBCU

Domestic
Burglary

MSBCU	YTD (April to Dec) 2004 to 2005	2001/02 to 2004/06
1	128.74%	44.10%
2	26.81%	-7.98%
3	60.20%	-2.11%
4	101.96%	-9.22%
5	-14.83%	48.64%
6	41.95%	44.29%
7	10.32%	38.07%
8	25.46%	119.73%
9	50.56%	90.60%
10	-29.45%	5.89%
11	-3.15%	56.19%
12	165.71%	-15.74%
13	43.13%	22.16%
14	121.27%	3.28%
Hammersmith & Fulham	-18.18%	-26.19%
MSBCU group mean	*45.62%*	*25.81%*
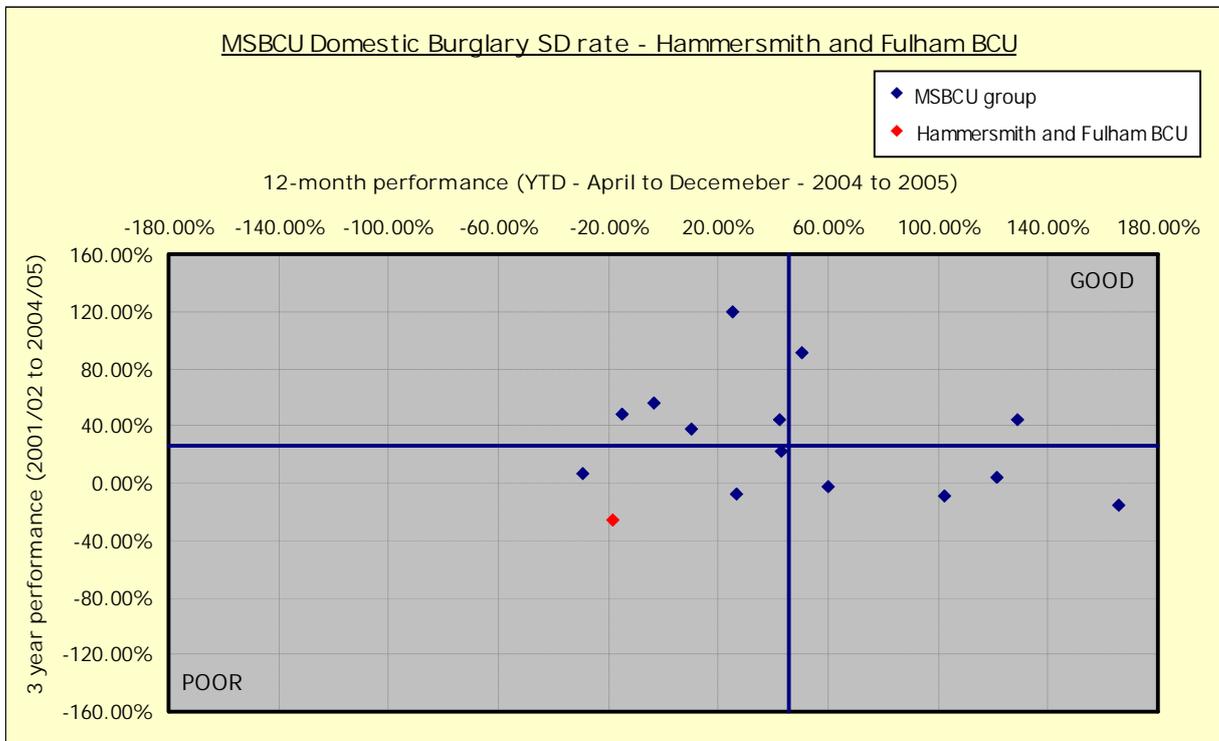
Boston Box   Sanction Detections by
                    MSBCU

Robbery

MSBCU	YTD (April to Dec) 2004 to 2005	2001/02 to 2004/06
1	94.22%	2.84%
2	-10.78%	-28.81%
3	55.29%	-24.50%
4	-14.27%	-1.96%
5	-14.45%	-15.24%
6	0.04%	31.74%
7	-17.04%	-13.62%
8	-11.06%	181.01%
9	14.31%	31.50%
10	-40.39%	-27.74%
11	21.01%	1.10%
12	61.22%	-12.43%
13	8.70%	35.67%
14	-19.73%	-24.30%
Hammersmith & Fulham	-5.07%	-7.14%
MSBCU group mean	*6.49%*	*7.95%*
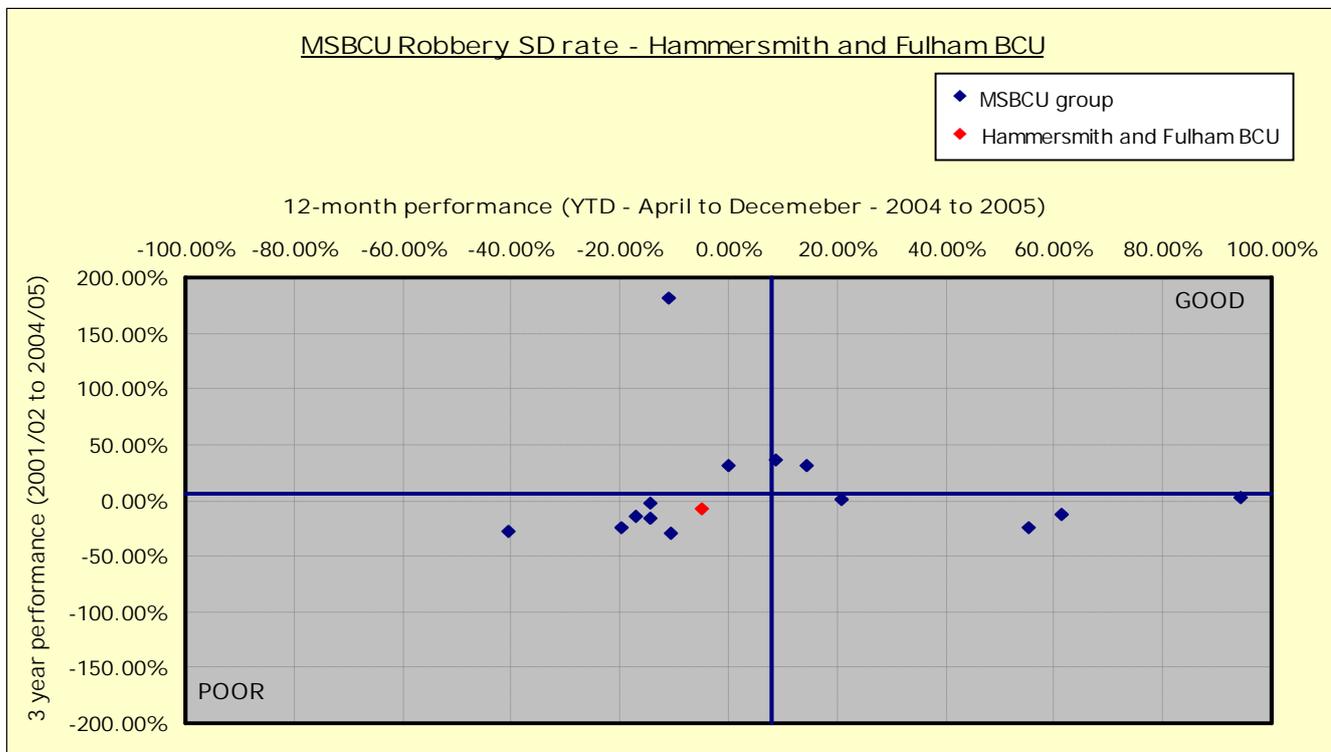
Boston Box   Sanction Detections by
                      MSBCU

Vehicle Crime

MSBCU	YTD (April to Dec) 2004 to 2005	2001/02 to 2004/06
1	84.61%	-32.16%
2	45.70%	0.31%
3	70.86%	64.79%
4	-12.33%	-8.78%
5	-26.38%	-24.22%
6	11.73%	20.14%
7	15.88%	-47.67%
8	2.61%	47.77%
9	50.11%	-23.79%
10	18.27%	-26.95%
11	-3.80%	-33.42%
12	46.25%	16.87%
13	16.29%	81.41%
14	-22.57%	-26.19%
Hammersmith & Fulham	-0.57%	-8.40%
MSBCU group mean	*18.17%*	*-0.53%*

MSBCU Vehicle Crime SD rate - Hammersmith and Fulham BCU
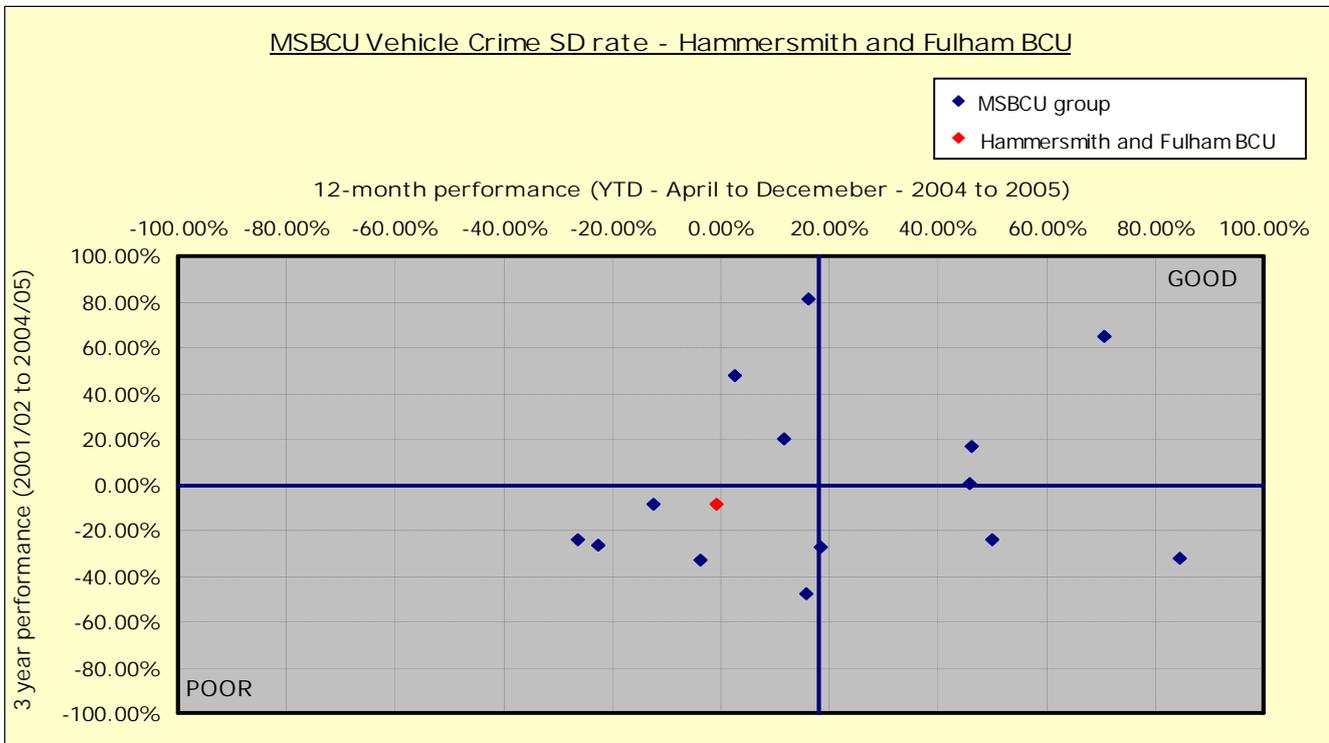
Boston Box   Sanction Detections by
            MSBCU

Violent Crime

MSBCU	YTD (April to Dec) 2004 to 2005	2001/02 to 2004/06
1	35.19%	15.81%
2	35.03%	-6.82%
3	24.84%	47.55%
4	8.67%	60.65%
5	13.03%	28.89%
6	11.59%	32.86%
7	-12.06%	6.66%
8	-3.68%	68.87%
9	11.05%	82.46%
10	-4.28%	-9.79%
11	41.67%	30.12%
12	10.24%	25.06%
13	50.34%	45.20%
14	1.48%	15.04%
Hammersmith & Fulham	10.10%	19.50%
MSBCU group mean	*13.86%*	*29.94%*

MSBCU Violent Crime SD rate - Hammersmith and Fulham BCU
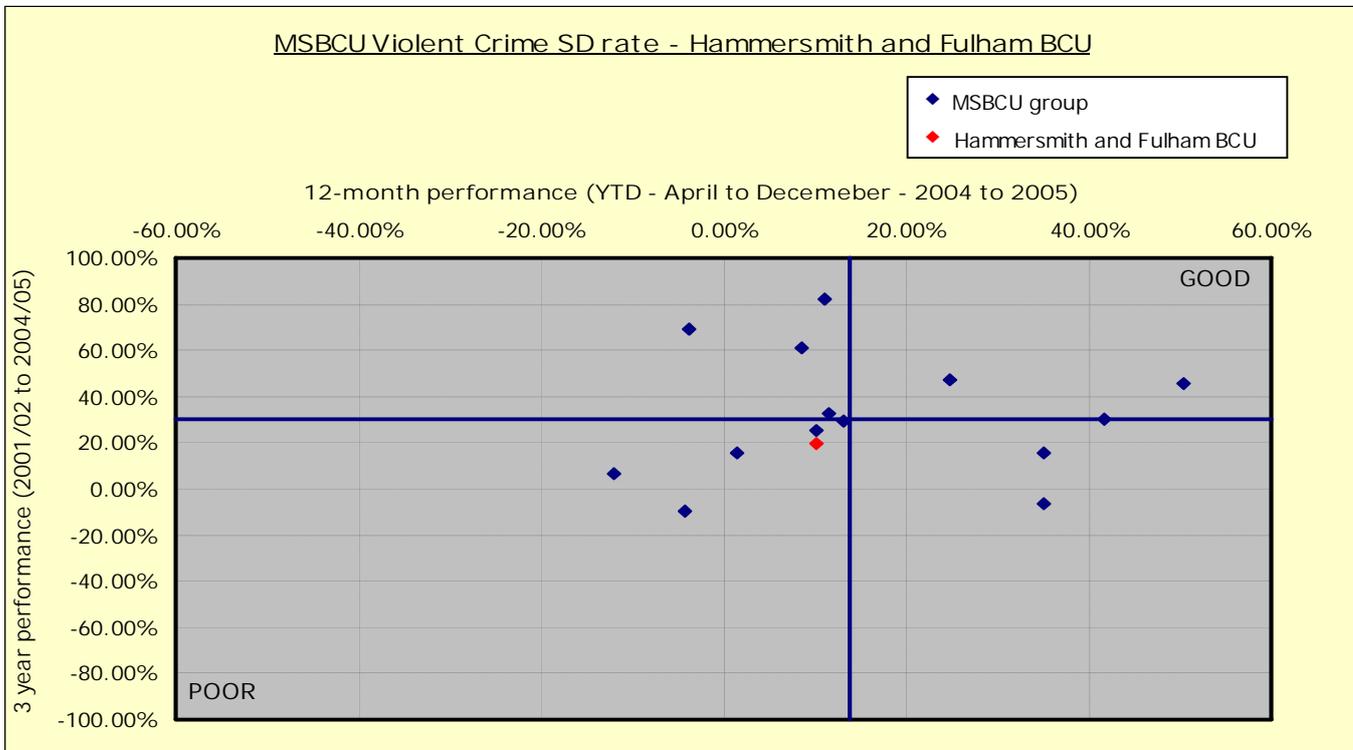
Appendix 'D'

GL3 - NOTIONAL CONTRACT

Purpose

This document follows an HMIC inspection of **Hammersmith and Fulham BCU** in the **Metropolitan Police**, that was conducted on **6th January – 10th January 2006** and sets out the action required by the BCU together with the improvement outcomes required.

Action Required

BCU inspection reports published by HMIC contain both recommendations and 'management considerations'. Save for exceptional circumstances rendering the implementation of recommendations impossible or inappropriate, the implementation of recommendations is a given. Management considerations entail more discretion, giving BCUs the option not to implement them if the BCU can show good reason why they should not be adopted.

For **Hammersmith and Fulham BCU**, HMIC requires that the following recommendations be implemented by **31st January 2007** at the latest:

Recommendation 1. The BCU continues to implement its NCRS compliance action plan in support of MPS work to achieve a green assessment from the Audit Commission.
Recommendation 2. The BCU develops and implements a detection improvement plan with ownership at SMT level.
Recommendation 3. The BCU creates an demand management strategy with specific ownership at SMT level. The strategy should be underpinned by detailed action plans, have clear accountabilities and be supported by an evaluation process enabling accurate assessment to be made of the impact of demand management initiatives as well as effective co-ordination at strategic level, particularly in relation to the public order and football aid commitment.
Recommendation 4. The BCU creates a Diversity strategy with specific ownership at SMT level. The strategy should seek to co-ordinate work to both internal and external aspects of the Diversity agenda - for example, implementing the recommendations of both the 'Gender Agenda' and 'Breaking Through' as well as creating and using an IAG.

In addition, HMIC expects all management considerations contained within the GL3 BCU inspection report to be implemented within the same timescale, save for good reason as described above.

Improvement Outcomes

The implementation of recommendations and management considerations should ultimately lead to improvement in BCU performance. This notional contract therefore includes expectations as to future performance, that are linked to force and BCU priorities.

Hammersmith and Fulham BCU is expected to meet or exceed the following performance targets by **31st January 2007**:

- To improve all MSBCU positions for reduction and detection performance achievement by at least one quartile.

It is acknowledged that there will be occasions when circumstances change beyond the control of either the force or the BCU Commander whereby the implementation of certain recommendations or improvement outcomes is rendered unrealistic and void. Account will therefore be taken of these factors when HMIC revisit is conducted within the timescale described herein.

BCU Revisit and Review
Hammersmith and Fulham BCU will be revisited by HMIC (London) on or soon after **31st January 2007** to determine whether this notional contract has been fully discharged. HMIC will make an overall assessment that will fall within one of the following four options:

1) Fully discharged;
2) Partially discharged with further revisit scheduled;
3) Fully or partially discharged with aspects voided;
4) Not discharged with PSU referral.