

**HM Inspectorate of Constabulary  
London and the East Regional Office**

**Follow-up/Monitoring Visit to Richmond upon Thames BCU  
Metropolitan Police Service**

**BCU Inspection Conducted - August 2004**

**Monitoring Visit Conducted - August 2005**



## Follow-up/Monitoring Visits to Inspected BCUs

### *Richmond upon Thames BCU – Metropolitan Police Service*

Date of inspection	Lead inspector	BCU commander	Date of final report	Date of monitoring visit
August 2004	Ch Supt John Bainbridge	Ch Supt Ian Edwards	December 2004	August 2005

#### 1. Significant developments since the original inspection

- The BCU Commander has been in post since April 2004. Since the inspection a number of changes have occurred within the senior management team (SMT) with changes of personnel in the following roles: superintendent operations, chief inspector operations, higher analyst, chief inspector support/change management and the detective chief inspector. The chief inspector partnerships is due to change shortly. The BCU Commander and borough forensic manager have remained constant since the inspection.
- The budgeted workforce total (BWT) is now 302 police officers.
- The National Crime Recording Standard (NCRS) introduced throughout England and Wales in April 2002 makes year on year recorded crime comparison difficult because Richmond BCU received an Amber grading following inspection of NCRS compliance. If the crime figures are to have real integrity, it is important that Richmond complies with the NCRS to make comparisons valid and reliable.

#### 2. Performance Information<sup>1</sup>

Performance Indicator	Performance between 2003/04-Q4 and 2004/05-Q1	Performance (corresponding period this year)	Change	% Change
Recorded crime per 1000 population	43.98	42.48	-	<b>-3.41%</b>
Recorded crime detection rate	15.29%	21.04%	<b>5.75</b>	
Domestic burglary per 1000 households	7.20	7.86	-	<b>9.12%</b>
Domestic burglary detection rate	7.40%	6.78%	<b>-0.62</b>	
Vehicle crimes per 1000 population	3.51	3.86	-	<b>10.02%</b>
Vehicle crime detection rate	2.70%	1.73%	<b>-0.97</b>	
Robberies per 1000 population	0.99	1.21	-	<b>21.35%</b>
Robberies detection rate	11.24%	17.59%	<b>6.36</b>	
Violent crime per 1000 Population	8.27	8.33	-	<b>0.67%</b>
Violent crime detection rate	25.24%	50.27%	<b>25.03</b>	
Sickness hours/officer	32.72	24.64	<b>-8.08</b>	<b>-24.68</b>
Sickness hours/support staff.	26.04	32.32	<b>6.28</b>	<b>24.11</b>

For the purposes of re-inspection, performance is measured during the six months prior to the initial inspection and the corresponding period in the following year. In this period, recorded crime per 1000 population reduced by 3.41% and the recorded crime detection rate rose by 5.75%. However, burglary, vehicle crime, robbery and violent crime all increased. Detection rates for vehicle crime and burglary reduced; however, they increased for robbery and violent crime. Sickness rates reduced significantly.

Implementation of recommendations has provided much better grip of the performance management regime but this has yet to feed through into more positive performance outcomes.

<sup>1</sup> Please note that this performance information is based on non-validated returns received from Forces by HMIC.

### 3. Inspection Recommendations

<b>Recommendation 1</b>	
<i>Reviews its partnership structure in consultation with its key stakeholders with a view to making them dynamically drive new and emerging problem-solving initiatives under the CSS.</i>	
<b>Action taken by BCU</b>	<b>Measurable impact</b>
<ul style="list-style-type: none"> <li>• The borough is developing a joint tasking process with the London Borough of Richmond upon Thames concerning quality of life issues.</li> <li>• Local authority CCTV is being maximised</li> <li>• A common data set amongst partner agencies has been developed for graffiti.</li> <li>• Safer Neighbourhood teams utilise recognised problem-solving tools and analysis.</li> <li>• The appointment of a new community safety manager within the council has led to greater focus upon the potential for joint tasking and problem-solving; however, this work has yet to really impact upon prolific and priority offenders.</li> </ul>	<ul style="list-style-type: none"> <li>• Problem solving is still at an embryonic stage within the borough but there are signs of key systems and processes being implemented.</li> </ul>
<b>Recommendation 2</b>	
<i>Creates a performance management framework that includes clarity on the role/remit and key outputs/outcomes of all its key units, PDR objectives and an MMR that helps it to monitor, test and promote its success.</i>	
<b>Action taken by BCU</b>	<b>Measurable impact</b>
<ul style="list-style-type: none"> <li>• The BCU has created a management information unit (MIU) and clarified the roles and remits of its staff.</li> <li>• The BCU report has been changed to reflect new targets.</li> <li>• Team-based performance indicators have been developed.</li> <li>• Unit-based performance objectives have been identified and are being linked to PDRs.</li> <li>• Comparative performance data on Safer Neighbourhoods areas is being provided.</li> </ul>	<ul style="list-style-type: none"> <li>• The BCU has created a performance management regime that is layered and able to drill down into individual performance. It now needs to be linked to individual PDRs with rigorous monitoring of performance.</li> </ul>
<b>Recommendation 3</b>	
<i>Creates and implements a demand management strategy, under an identified SMT champion, that includes consideration of adopting a four team/12 hour shift pattern and the creation of a dedicated custody team under the CJU manager.</i>	
<b>Action taken by BCU</b>	<b>Measurable impact</b>
<ul style="list-style-type: none"> <li>• A dedicated custody team has been created.</li> <li>• The shift pattern has been reviewed and an improved response team roster has been negotiated and implemented.</li> <li>• The control strategy has been used to</li> </ul>	<ul style="list-style-type: none"> <li>• The BCU is now making better use of its resources to task and co-ordinate priority issues.</li> </ul>

<p>prioritise postings.</p> <ul style="list-style-type: none"> <li>• There is an increased use of volunteers.</li> <li>• Initiatives are now being co-ordinated and championed by one SMT member.</li> <li>• Some excellent work by the superintendent operations by interrogating the CARMS computer and making appropriate management decisions has changed a £145K overtime overspend into a situation where the BCU now enjoys a slight underspend.</li> <li>• A dedicated beat crimes unit has recently been created.</li> <li>• A ‘Safe Crewing’ policy is under development to address single/double crewing confusion.</li> <li>• Good use is being made of the MPS demand resolution strategy.</li> </ul>	
<p><b>Recommendation 4</b></p>	
<p><i>Creates a holistic business plan for organisational change and improvement that is rigorously implemented and which migrates to become an integral part of its planning processes.</i></p>	
<p><b>Action taken by BCU</b></p>	<p><b>Measurable impact</b></p>
<ul style="list-style-type: none"> <li>• The BCU Commander has developed a holistic business plan for organisational improvement.</li> </ul>	<ul style="list-style-type: none"> <li>• Six priority areas have been identified allowing the BCU Commander to have regular one to one meetings with portfolio holders to aid development and monitor performance.</li> </ul>
<p><b>Recommendation 5</b></p>	
<p><i>Introduces an inclusive system for the creation, publication and communication of its key strategies, policies and instructions.</i></p>	
<p><b>Action taken by BCU</b></p>	<p><b>Measurable impact</b></p>
<ul style="list-style-type: none"> <li>• The BCU Commander is actively pursuing the appointment of a publicity and marketing manager with the local authority. This will have the added advantage of communicating joint problem solving and tasking which is currently under-developed within the borough.</li> <li>• The intranet site has been developed for use as a primary means of communication.</li> <li>• A staff survey has been conducted.</li> <li>• A process for the regular publication of success internally and externally has been established.</li> <li>• The BCU’s communication strategy has been reviewed.</li> </ul>	<ul style="list-style-type: none"> <li>• Communication is improving within the BCU.</li> </ul>

#### 4. Monitoring Assessment & Follow-up Action

Have all recommendations been accepted and acted upon?	Yes
Has the remedial action/implementation plan led to demonstrable improvement?	Yes
Has performance in relation to national/local targets improved? If not, are the reasons for deterioration understood (eg, transition to NCRS) and being addressed?	No – see below
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 PSU?	No

Improvements to the necessary systems and processes have yet to make a significant impact upon performance; however, the beat crimes unit was only introduced in the last few weeks and its potential is yet to be fully realised. The BCU now has the necessary building blocks in place to deliver the required and achievable changes in performance.