

HMIC Recommendations for Camden

CAMDEN
Recommendation 1
<p><i>Management Framework</i></p> <p>That the BOCU Commander working with BOCU senior command team reviews the current junior command/leadership team in terms of skills, experience and leadership, with the objective of creating a capable, cohesive and dynamic team with a united vision. This will require creating:</p> <ul style="list-style-type: none"> • An organisational command structure that needs to clearly reflect BOCU business, that provides clarity of roles, responsibilities and accountability levels, creating a consistent command chain and operating environment for BOCU staff. • Active and constructive engagement of the Divisional Management Team (inspectors) members in strategic decision and policymaking, creating engagement and commitment. • A range of formal and informal communication processes, enabling consultation with staff in a meaningful and consistent way, fostering engagement and promoting confidence.
Recommendation 2
<p><i>Detection Performance</i></p> <p>That the BOCU continues to develop its sanction detection improvement plan which should include:</p> <ul style="list-style-type: none"> • The MPS equivalent plan from Operation Emerald and particularly those aspects relating to custody suite activity. • Bespoke minimum standards for primary and secondary investigations, together with robust and consistent compliance monitoring and follow-up. • The rapid progression of outstanding forensic dockets relating to priority and serious crime. • Intelligent and ethical use of TICs and FPNDs, in accordance with MPS direction. • Continuing activity to gather intelligence and realise forensic opportunity. • Particular commitment to enhancing the detective capability and resilience (notwithstanding reliance on MPS posting panel deliberations) within the Community Safety and Sapphire Units, areas of significant organisational risk and high volume workloads. • Review of the current proactivity capability and distribution of resources, ensuring that resources are more efficiently focused and performance managed in relation to priority sanction detection levels.
Recommendation 3
<p><i>Performance Management</i></p> <p>That the BOCU Reviews its performance management arrangements. Develops a comprehensive framework that encompasses the full range of performance requirements, as well as BCS delivery. Maximises accountability for performance against priorities at every level of the BOCU in a timely and meaningful manner. The framework should be supported by a</p>

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

Recommendation 4

Demand Management

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

- A review of core team establishment levels, overlaps and minimum strengths against their demand profile.
- A review of the necessity for the current BOCU Task Force size, business area location and focus on BCS crime reduction versus potentially more effective deployment onto priority crimes detection.

HMIC Recommendations for Ealing

EALING
Recommendation 1
<p><i>Performance Management</i></p> <p>That the BOCU builds upon its emerging performance management framework by:</p> <p>Creating a simplified set of performance measures that best reflect the core activities of each unit/team, in support of the BOCU priorities.</p> <ul style="list-style-type: none"> • Constructing an overall BOCU performance pack, and separate Departmental performance packs that can be used as a primary reference point for discussion at the relevant departmental PMM/IBM meetings. • Prescribing the frequency and framework for performance management meetings held below chief inspector and police staff equivalent. • Continuing to nurture a performance culture across every part of the BOCU, by ensuring that performance contribution becomes an everyday part of business for police and support staff. The regime should be managed and driven via the superintendents, who will be accountable to the BOCU Commander. Every section of the BOCU should clearly understand relevant performance objectives and how teams and individuals are held to account for contribution, through a process which applies relentless focus and is driven by rigorous follow up (testing compliance and quality). The BOCU should ensure that PDR objectives are clearly linked to BOCU performance, that individual and team performance is routinely examined, with team leaders clear about their accountability and that success is celebrated and rewarded, while failure is consistently and unequivocally addressed at every level.
Recommendation 2
<p><i>Demand Management</i></p> <p>That the BOCU creates and implements a Demand Management Strategy that is designed to maximise efficiency opportunities, and is coordinated under the remit of one member of the SMT (potentially the Borough Business Manager) - which could include:</p> <ul style="list-style-type: none"> • A review of the core team establishment levels, overlaps and minimum strengths, compared against their demand profile; acknowledge this is ongoing, yet needs to be expedited. • The creation of a capability to investigate Beat Crimes, with a premium service being provided for priority crimes. • Analysis work on repeat calls/crimes with problem solving interventions. • Increasing the robustness of the Crime Screening policy and ensuring that investigations that are screened will deliver best detection potential. • Continuing to maximise use of telephone investigation. • Focusing on training operational staff (intrusive supervision is a key element here) in primary investigations, particularly in relation to crime recording accuracy and reducing current levels of over recording. • Consideration of developing the workforce planning meeting into an E2E process review programme, focused on efficiency and demand monitoring.
Recommendation 3
<p><i>Human Resource Management</i></p> <p>That the BOCU develops its change management process in relation to the expansion of its</p>

extended police family. The programme should continue to be owned by Superintendent Partnerships, and developed as a project within an organisational tasking framework, ensuring that induction / integration, training/development (both newcomers and existing staff), accommodation, and equipment issues can be managed and co-ordinated. Ensuring that the return for the investment is realised efficiently and that staff are absorbed into the BOCU as seamlessly as possible, while creating a corporate memory of the exercise.

Recommendation 4

Community Intelligence provision

The BOCU should develop its Safer Neighbourhood focus desk capability in order to improve the quality of its analytical products (target and problem profiles etc), to better inform problem solving opportunities, *i.e.* schools, demand management/repeat CAD calls, repeat victims, etc.

HAVERING

Recommendation 1

Neighbourhood Policing – Coordinating Problem-Solving Activity

To review the arrangements for the dynamic coordination of problem-solving initiatives in consultation with partners so as to create a capability, potentially in parallel with the TTCG (but with links to promote coordination), that commissions and reviews such initiatives against priorities overseen by the CDRP and its Management Board.

Recommendation 2

Increasing Proactive Capacity

That the BCU builds upon its Demand Management Strategy through the creation of a linked action plan with detailed activity, leads and milestones designed to maximise its proactive capacity. This will need to incorporate ongoing demand management activity and to include:

- Increased use of telephone investigation without undue impact on SDs;
- A review of the decision to disband the dedicated custody team;
- Workload analysis within the CMU to explore options for rationalisation;
- A review of the overlapping two hours within the core team shift pattern;
- Expansion of the volunteer scheme with the BCU;
- Problem solving activity designed to reduce response demands.