MPA

Metropolitan Police Authority

Planning, Performance and Review Committee - 8 May 2003

METROPOLITAN POLICE

Metropolitan Police Authority

Scrutiny Report

Crime and Disorder Reduction Partnerships

IMPLEMENTATION PLAN

April 2003

List of recommendations

Recommendation 1:

Borough commanders should nominate an officer at inspector rank or above to be dedicated to CDRP issues in their BOCU. The responsibility of this officer should include conducting and co-ordinating all projects on community safety and crime and disorder in the BOCU on the borough commander's behalf.

Key Points	Actions	Results
All boroughs to have nominated officer	Database created with these officers details (CS&P)	
Responsibility to conduct and co-ordinate community safety projects	Establish fully the implications of this responsibility (CS&P)	
	Review job description to include this responsibility to include clearly defined role (CS&P and HR)	

Recommendation 2:

The MPS should carry out a review on how tenure can be improved for the key officers involved in CDRPs (borough commanders, BLOs, and dedicated officers). The scrutiny panel recommends that a minimum tenure be established for borough commanders.

Key Points	Actions	Results
Review of tenure for key officers	Review of tenure for Borough Commanders (HR, TP and CS&P)	
	Review of tenure for BLOs (HR, TP and CS&P)	
	Review of tenure for dedicated officers (HR, TP and CS&P)	
Minimum tenure be established for borough commanders	Minimum tenure be established for borough commanders (HR, TP and CS&P)	

Recommendation 3:

The MPS should develop mechanisms to enable effective succession planning for borough commander's positions, including proper handover and potential shadowing.

Key Points	Actions	Results
Succession planning for borough commanders	Explore the issues surrounding these mechanisms (HR and TP)	

Recommendation 4:

A superintendent should be nominated as the borough commander's deputy for CDRP matters in each BOCU to enhance the continuity of the MPS' contribution to the CDRP when the borough commander is unavailable or changes position.

Key Points	Actions	Results
Superintendent nominated as deputy of CDRP matters	Database created with these details (CS&P)	

Recommendation 5:

The MPS should explore opportunities and structures to develop the skills, responsibilities and career progression of police officers conducting CDRP work. The National Competency Framework could provide help on this matter.

Key Points	Actions	Results
Develop skills, responsibilities and career progression of officers carrying out CDRP work	Explore the issues surrounding these areas (HR and CS&P)	

Recommendation 6:

The MPS should set clear guidance on the roles and responsibilities of officers working in CDRPs, and should develop appropriate minimum standards.

Key Points	Actions	Results
Develop roles and responsibilities for officers working in CDRP work	MPS to develop roles and responsibilities for officers working in CDRP work (CS&P and HR)	
Develop minimum standards	MPS to develop minimum standards (CS&P and HR)	

Recommendation 7:

One corporate-level unit within the MPS should keep an overview of partnership work. The head of this unit should remain an officer of ACPO rank.

Key Points	Actions	Results
ACPO Officer nominated	ACPO Officer nominated (TP)	
Corporate Partnership Unit to keep overview of partnership work	Corporate Partnership Unit to keep overview of partnership work (CS&P)	

Recommendation 8:

The corporate community safety and partnership unit in the MPS should define its aims and objectives to include collecting and disseminating good practice on the MPS' contribution to CDRPs, and bringing forward partnership work within the MPS. This unit should have an advisory, supportive, and proactive role to MPS officers at all levels with regard to their work with CDRPs, and should be able to demonstrate the contribution it makes.

Key Points	Actions	Results
Corporate unit to define aims and objectives	Aims and objectives published as part of unit communication strategy (CS&P)	
	System created to collect and disseminate good practice (CS&P)	
	Plan created to promote partnership work (CS&P)	
	Develop units ability to support MPS officers work in CDRPs (CS&P)	
	Develop system to record Units work (CS&P)	

Recommendation 9:

The corporate community safety and partnership unit should set up a mechanism to monitor, compare and contrast the MPS' input in, and contribution to, CDRPs across London. It should work jointly with GOL where appropriate when undertaking this task.

Key Points	Actions	Results
Community Safety Unit to develop performance monitoring system in relation to MPS contribution to CDRPs	System developed to monitor, compare and contrast MPS performance (CS&P)	
	Develop system to work with GoL (CS&P)	

Recommendation 10:

Working with the MPA and GOL, the MPS should develop and maintain a comprehensive central database of all CDRP strategies, targets and performance. This should also be used to inform local and HMIC borough inspections.

Key Points	Actions	Results
Working with MPA and GoL, develop database of all CDRP strategies, targets and performance	Collect information (CS&P, MPA and GoL)	
	Create and maintain database (CS&P, MPA and GoL)	
	Publish database for use local and HMIC use (CS&P, MPA and GoL)	

Recommendation 11:

Training courses should be developed for MPS officers involved in CDRPs, which reflect their needs. These courses should cover the following: working in partnership; transforming data on crime and disorder into useful information; problem solving on crime and disorder; and other partnership issues as appropriate. These courses should also provide officers with the skills they need to carry out the MPS' roles and responsibilities in CDRPs, which recommendation 6 requires the MPS to define.

Key Points	Actions	Results
Training package to be developed for MPS staff	Develop system to identify training needs (CS&P and HR, Centrex)	
	Working in Partnership course developed (CS&P and HR, Centrex)	
	Transforming data for action (CS&P and HR, Centrex)	
	Problem solving (CS&P, Policing Model Centrex and HR,)	

Recommendation 12:

That the MPA considers as high priority allocating annually an additional £40,000 to £50,000 to each BOCU for partnership work.

Key Points	Actions	Results
Devise system to monitor and review how this money has been spent by each BOCU	Develop monitoring system to provide this information (CS&P, MPA and Finance)	

Recommendation 13:

The training for officers joining the MPS should include information on partnership work, how the MPS benefits from and contributes to it, and how individual officers can contribute to it when conducting their daily activities. Officers' awareness of positions in local authorities' community safety units should also be raised. This training should be supplemented by borough induction courses.

Key Points	Actions	Results
Input at Training School on partnership work	Identify what is being done now (HR and CS&P)	
	Develop package to fill the gap and keep it updated (HR and CS&P)	
Input on borough induction courses on partnership work	Identify what is being done now (HR and CS&P)	
	Develop package to fill the gap and keep it updated (HR and CS&P)	

Recommendation 14:

The MPS should link centrally with other London-wide agencies including GOL to set up minimum standards and guidance on data sharing in CDRPs

Key Points	Actions	Results
Minimum standards required for data sharing	Work with pan-London agencies to establish minimum standards (CS&P and pan London partners)	
	Guidance produced on data sharing (CS&P and pan London partners)	

Recommendation 15:

All CDRPs should have a protocol on information sharing with the relevant partners. This protocol should be based on the corporate guidance and minimum standards that should be developed as a result of recommendation 14. This protocol should also detail the purposes of data and information sharing and how that information will be used by the CDRP. It could also detail what data and information should be shared and by which agencies. Commitment to confidentiality and data protection should be made clear by all partners to enable mutual understanding and to ensure that the objectives of data sharing are achieved.

Key Points	Actions	Results
Information sharing protocol required for CDRPs	Check with CDRPs that they have information sharing protocol already (CS&P)	
	Check compliance against corporate guidance (CS&P and Data Protection)	
	Ensure that existing protocol details purpose (CS&P and Data Protection)	
	Produce guidance on what information can be shared	

	(CS&P and Data Protection)	
	Ensure that policy is Data Protection complaint (CS&P and Data Protection)	

Recommendation 16:

The MPS should include in its IT strategy measures to improves its IT capabilities with regard to the collecting and sharing of data on crime and disorder and for mapping crime hotspots.

Key Points	Actions	Results
IT Strategy to improve IT capabilities for data collection and sharing for crime and disorder purposes	Work with colleagues from DoI to improve way we collect and share crime and disorder information (DoI and CS&P)	

Recommendation 17:

If project LION itself proves to be unworkable, an alternative should be developed.

Key Points	Actions	Results
Develop alternative to Project Lion for information sharing	Work with pan-London colleagues to develop information sharing system (CS&P)	

Recommendation 18:

Local authorities' Community Safety Units should take responsibility for supporting all multi-agency projects and partnership work with a community safety element, including the CDRPs, Drug Action Teams and Youth Offending Teams.

Key Points	Actions	Results
Local Authority Community Safety Units to have responsibility for all supporting all partnership activities in their borough.	Work with our pan–London colleagues to encourage this (CS&P and GoL)	

Recommendation 19:

Consideration should be given to joined-up and co-located police and local authority's Community Safety Units. Where MPS officers dedicated to multi-agency and partnership work are in post, they could be located in such joint CSUs.
An evaluation of the two models (co-located and non co-located police and local authority CSUs) should be carried out.

Key Points	Actions	Results
Co-located multi-agency teams	What systems are in place at the moment (CS&P)	
Evaluate the two different approaches	Carry out evaluation with information from not only within the MPS but across the country (CS&P with GoL)	
	Produce guidance for the CSUs on the issues surrounding co-location. (CS&P and GoL)	

Recommendation 20:

As part of its new statutory responsibility in CDRPs, the MPA should develop good practice case studies on CDRP structures to be distributed to all CDRPs in London. This task should be conducted jointly with the MPS corporate community safety and partnership unit.

Key Points	Actions	Results
Good practice case studies on CDRP structures	Work with MPA to research the various CDRP structures (CS&P)	
	Produce report (CS&P)	
	Circulate the report (CS&P)	

Recommendation 21:

As part of its new responsibility in CDRPs, the MPA should encourage each CDRP to have in place appropriate performance monitoring arrangements for its strategy.

Key Points	Actions	Results
CDRPs to have appropriate performance monitoring arrangements	Research the current arrangements for performance monitoring (MPA, CS&P and GoL)	
	Highlight good practice (MPA, CS&P and GoL)	
	Work with MPA and GoL to encourage minimum standards (CS&P)	

Recommendation 22:

Local CDRP strategies and their implementation should be co-ordinated with the work of the LSP and other partnerships in the borough so that appropriate recognition is given to the CDRPs' priorities.

Key Points	Actions	Results
Crime Reduction Strategies should dovetail with other local strategies	Produce guidance on how to achieve this (CS&P and GoL)	

Recommendation 23:

Each CDRP should find appropriate mechanisms for ensuring that the communities and key voluntary organisations are represented in the partnership. The MPA should assist in helping to fulfil this aim, including helping to identify appropriate community representatives.

Key Points	Actions	Results
Communities and key voluntary agencies to be represented on CDRPs	Establish what the current levels of representation are (CS&P)	
	Work with MPA to highlight any areas where membership can be improved (CS&P)	

Recommendation 24:

The MPS central support and co-ordination unit for MAPPAs (Mutli- Agency Public Protection Arrangements)should devise a corporate framework within which links between CDRP and MAPPA in each borough can be formalised. The framework should be flexible in respect of accommodating local needs and also include systems to monitor, evaluate and feedback any identified best practice.

Key Points	Actions	Results
Operation Jigsaw (MAPPA Unit) to devise corporate framework to link CDRPs to MAPPAs	Form a Focus Group to research and develop framework (MAPPAs)	
	Develop systems to monitor, evaluate and feedback any identified best practice within framework (MAPPAs)	
	Arrange for MPS Inspectorate to carry out inspection beginning April 2004.	

Recommendation 25:

The MPA should establish a process and publish timescales for CDRPs to show how local CDRP, force and national policing plans fit together. The MPA and MPS should be transparent to CDRPs in respect of how objectives are set and how these relate to local crime and disorder issues.

Key Points	Actions	Results
MPA to establish a process to show how CDRP, service and national policing plans fit together	Process developed to show how the plans complement each other (MPA and Corporate Planning)	
	Process needs to be transparent to show how objectives are set and relation to local crime and disorder issues (MPA and Corporate Planning)	

Recommendation 26:

The MPA policing plan should include a section on local anti-social behaviour and disorder and should encourage the setting of local targets in this area, within a corporate framework.

Key Points	Actions	Results
Anti-social behaviour and disorder to be included in Policing Plan	Work with Corporate Planning Group to develop relevant section (Corporate Planning, MPA and TPHQ)	
	Work with Corporate Planning to encourage local target setting (Corporate Planning, MPA and TPHQ)	

Recommendation 27:

The MPA should develop good practice consultation guidance for CDRPs to improve representative community consultation.

Key Points	Actions	Results
MPA to develop good practice consultation guidance	Work with MPA to develop good practice in relation to improving community consultation (MPA and CS&P)	

Recommendation 28:

The MPA recommends the problem oriented policing model as good practice for boroughs and CDRPs. It recommends that the MPS evaluate how the model works in those boroughs where it has been implemented and considers how it can be developed for use in all London boroughs.

Key Points	Actions	Results
Develop problem orientated policing across all London boroughs	Produce list of how widely it used currently (CS&P and Problem Solving Team)	
	Evaluate current use of model (CS&P and Problem Solving Team)	
	Produce plan to develop its use across the other boroughs (CS&P and Problem Solving Team)	

Recommendation 29:

The number of funding streams should be reduced so that less time and effort is spent in completing numerous funding applications. Funding streams should be transparent, co-ordinated under one central government department and should give CDRPs enough flexibility to set their own initiatives under the funding and appropriate timescales. To facilitate long term planning, funding streams should have a minimum life of 5 years. The MPA supports the Home Office in its work to simplify the funding arrangements.

Key Points	Actions	Results
The MPA supports the work by the Home Office to simplify the funding arrangements	MPS and MPA to work with the Home Office to simplify the process (CS&P, MPA and Finance Services)	

Recommendation 30:

CDRPs should have dedicated analytical capability to assist in the audits, the consultation exercises, the development of strategies and the monitoring of targets. These CDRP analysts should be supported by the MPS centrally through the provision of crime and disorder data and interpretation to assist in evaluation of CDRP initiatives.

Key Points	Actions	Results
CDRPs should have dedicated analytical capability	Research to find out how many boroughs have this capability presently (CS&P and GoL)	
	Work with CDRPs to make sure that all have this capability (CS&P and GoL)	
MPS to work with these analysts to assist in evaluation of CDRP initiatives	MPS to work with GoL and the analysts to increase sophistication of any CDRP initiatives (CS&P and GoL)	

Recommendation 31:

The MPA should provide CDRPs with information on its overall roles and responsibilities. It should also ensure that all CDRPs and pan-London agencies understand the reasons for its involvement in CDRPs and how it will fulfil its statutory obligation.

Key Points	Actions	Results
MPA to provide CDRPs with information on its roles and responsibilities	MPA to provide CDRPs with information on its roles and responsibilities (MPA)	
MPA to ensure that its partners understand the reason for their involvement	MPA to publicise the reason for their involvement (MPA)	

Recommendation 32:

MPA members should sit on the board of their link CDRP(s). To ensure a consistent approach across London, the MPA should establish minimum standards relating to the MPA link members' role on CDRPs.

Key Points	Actions	Results

Recommendation 33:

A team of MPA officers should be created. Its responsibilities would include supporting MPA link members' involvement in CDRPs, assisting CDRPs in consulting with their communities, and collecting and disseminating examples of good practice across CDRPs. This unit should work closely with other pan-London agencies and help to address CDRP needs at a strategic level.

Key Points	Actions	Results

Recommendation 34:

To avoid duplication, the MPA should ensure that it understands and takes account of other pan-London agencies' roles in CDRPs when undertaking its new responsibilities.

Key Points	Actions	Results
MPA to understand and take account other pan-London agencies roles	Work with MPA and other pan-London agencies to develop roles and responsibilities for each agency (MPA, CS&P and pan-London agencies)	

Recommendation 35:

The MPA should ensure that the key agencies with an input in CDRPs at a pan-London level co-ordinate their actions and agree on a common way forward.

Key Points	Actions	Results
MPA work with their pan-London partners to co-ordinate activity	Work with MPA and other pan-London agencies to co-ordinate their actions and agree on a common way forward (MPA, CS&P and pan-London agencies)	

Implementation of the recommendations

The MPS is requested to <u>report</u> its progress on the implementation of the recommendations related to its contribution and effectiveness in CDRPs in this report. It should report its progress to the appropriate committee twice a year.

The recommendations requiring actions from the MPA will have to be implemented by a team of MPA <u>officers, which has yet to be established</u>. <u>This team will also be required to report to an MPA committee.</u>

<u>Thoughts were given as to which committee(s) should be responsible for CDRP matters. Two options were considered by the panel. First, it was suggested that all performance and good practice matters could be reported to the Performance Planning and Review (PPR) committee, and that consultation issues could be reported to the consultation committee. Another option would be to create a new MPA committee, responsible for all CDRP issues. The panel believes the first option would be more practicable. However, it leaves it open for MPA members to decide which one of these two arrangements they prefer.</u>

In any case, the MPA should challenge the MPS on partnership issues each time there is an opportunity to do so.

Finally, as far as the recommendations on the MPA involvement in CDRPs are concerned (chapter 6), the scrutiny panel seeks the agreement of the Full Authority to implement them. The MPA finance committee and the Full Authority have been required to examine what financial support could be made available to implement these recommendations.