Metropolitan Police Authority

Scrutiny Report

Crime and Disorder Reduction Partnerships

IMPLEMENTATION PLAN

September 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/Timescale
All boroughs to have nominated officer	Database created with these officers details (CS&P)	**Completed**
Responsibility to conduct and co-ordinate community safety projects	Establish fully the implications of this responsibility (CS&P)	Work continuing on role requirement for this type of post **November 2003**
	Review job description to ensure that this responsibility is clearly defined (CS&P and HR)	Work continuing on role requirement for this type of post **November 2003**

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/Timescale
Review of tenure for key officers	Review of tenure for Borough Commanders (HR, TP and CS&P)	**November 2003**
	Review of tenure for BLOs (HR, TP and CS&P)	**November 2003**
	Review of tenure for dedicated officers (HR, TP and CS&P)	**November 2003**
Minimum tenure to be established for borough commanders	Minimum tenure to be established for borough commanders (HR, TP and CS&P). This will require the	**February 2004**

	involvement of both the HR and TP Command Teams	

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/Timescale***
Succession planning for borough commanders	Explore the issues surrounding these mechanisms (HR and TP)	**February 2004**

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/Timescale***
Superintendent nominated as deputy of CDRP matters	Database created with these details (CS&P)	**Completed**

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/Timescale***
Develop skills, responsibilities and career progression of officers carrying out CDRP work	Explore the issues surrounding these areas (HR and CS&P)	**November 2003**
	Continue to promote external training courses, seminars and workshops. By using the database of contacts from the boroughs details of these opportunities are circulated.	**Ongoing**

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/Timescale
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).	Work continuing on role requirement and responsibilities for this type of post. Job descriptions are being collected from the boroughs, which are available to other boroughs. Generic roles and responsibilities will be developed. **November 2003**
Develop minimum standards	MPS to develop minimum standards (CS&P and HR)	Linked to the above, work is continuing on minimum standards **December 2004**

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/Timescale
ACPO Officer nominated	ACPO Officer nominated (TP)	**Completed**
Corporate Partnership Unit to keep overview of partnership work	Corporate Partnership Unit to keep overview of partnership work (CS&P) using the systems set up as part of recommendations 8/9.	**Ongoing**

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/Timescale
Corporate unit to define aims and objectives	Aims and objectives published as part of the Unit communication strategy (CS&P)	The communications strategy for the Community Safety and Partnership Unit will be completed shortly and the aims and objectives of the Unit will form part of this strategy. **October 2003**
	System created to collect and disseminate good practice (CS&P)	**Completed**. Good practice is already collected and disseminated but a more sophisticated system will be developed.
	Plan created to promote partnership work (CS&P)	This will form part of the communications strategy. **October 2003**
	Develop Unit's ability to support MPS officers work in CDRPs (CS&P)	**Ongoing**. A sergeant has recently joined the Inspector in the team and their ability will increase to support MPS staff working in CDRPs.
	Develop system to record Unit's work (CS&P)	**Completed**. A system developed to demonstrate the contribution it makes.

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/Timescale
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)	**Waits**. The elements of this recommendation are currently under development as part of the London Crime Reduction Delivery Board. GOL, the MPA and the MPS are all members of this body.
	Develop system to work with GoL (CS&P)	See above

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/Timescale
Working with MPA and GoL, develop database of all CDRP strategies, targets and performance	Collect information (CS&P, MPA and GoL)	**Completed**. The audits and strategies are currently available via the Internet.
	Create and maintain database (CS&P, MPA and GoL)	**Waits**. Work will be required between these parties to create and maintain the database. The database could form part of the next round of the Audit/Strategy process, which is due to begin early next year.
	Publish database for local and HMIC use (CS&P, MPA and	See above

	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/Timescale
Training package to be developed for MPS staff	Develop system to identify training needs (CS&P and HR, Centrex)	**Ongoing**. Work continues in this area. A further member of staff will join the Community Safety and Partnerships Unit in November. This will allow not only the identification of these training needs but the delivery of some elements of this training.
	'Working in Partnership' course to be developed (CS&P and HR, Centrex)	See above
	Transforming data for action (CS&P and HR, Centrex)	See above. This will form part of the planned training for the Audit/Strategy process, which will begin later this year.
	Problem solving (CS&P, Policing Model Centrex and HR,)	Problem Solving training has already been delivered to every single Borough except Westminster (which will be completed by **Early 2004**).

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/Timescale*
The MPS should 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)	**Completed**. System developed with Finance Department. The review of how this money has been spent will be made at the end of the 2nd Quarter.

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/Timescale*
Input at Training School on partnership work	Identify what is being done now (HR and CS&P)	**October 2003**
	Develop package to fill the gap and keep it updated (HR and CS&P)	**November 2003**
Input on borough induction courses on partnership work	Identify what is being done now (HR and CS&P)	**October 2003**
	Develop package to fill the gap and keep it updated (HR and CS&P)	**November 2003**

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/Timescale
Minimum standards required for data sharing	Work with pan-London agencies to establish minimum standards (CS&P and pan London partners)	**Awaits**. It is intended that this will form part of the work currently being developed to help the MPS prepare for the next round of the Audit/Strategy process.
	Guidance produced on data sharing (CS&P and pan London partners)	See above

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/Timescale
Information sharing protocol required for CDRPs	Check with CDRPs that they have information sharing protocol already (CS&P)	**Completed**. All boroughs have an Information Exchange Protocol
	Check compliance against corporate guidance (CS&P and Data Protection)	A revised Policy and Good Practice Guide is currently being developed. Compliance will be checked once these are published and against the revised protocol produced by the Home Office. **November 2003**

	Ensure that the existing protocol details the purpose (CS&P and Data Protection)	The above documents will ensure that the purposes and how the information will be used are included in the protocol. **November 2003**
	Produce guidance on what information can be shared (CS&P and Data Protection)	**November 2003**
	Ensure that policy is Data Protection complaint (CS&P and Data Protection)	This will done when the policy is revised. **November 2003**

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/Timescale
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)	**Completed**. Information Exchange and Partnership work has been included as a further consideration when developing new IT systems. The Directorate Of Information is beginning a project to look at how the MPS should respond to all the various demands upon it for sharing information.

Recommendation 17:

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

Key Points	Actions	Results/Timescale
Develop alternative to Project Lion for information sharing	Work with pan-London colleagues to develop information sharing system (CS&P)	**Ongoing**. Currently there are two projects that will effectively replace Lion. Identification, Referral and Tracking (IRT) and Reducing Youth Offending Generic National Solution (RYOGENS) are two national projects with pilot sites in London.

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/Timescale
Local Authority Community Safety Units to have responsibility for supporting all partnership activities in their borough.	The MPS will continue to work with our other pan–London colleagues to encourage this (CS&P and GoL)	**Ongoing**

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/Timescale
Co-located multi-agency teams	What systems are in place at the moment (CS&P)	**January 2004**
Evaluate the two different approaches	Carry out evaluation with information from not only within the MPS but across the country (CS&P with GoL)	**January 2004**
	Produce guidance for the CSUs on the issues surrounding co-location. (CS&P and GoL)	**January 2004**

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/Timescale
Good practice case studies on CDRP structures	The MPS should work with the MPA to research the various CDRP structures (CS&P)	**Awaits**
	Produce report (CS&P)	**Awaits**
	Circulate the report (CS&P)	**Awaits**

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/Timescale
CDRPs to have appropriate performance monitoring arrangements	The MPS should work with the MPA to research the current arrangements for performance monitoring (MPA, CS&P and GoL)	**Awaits**
	Highlight good practice (MPA, CS&P and GoL)	**Awaits**
	Work with MPA and GoL to encourage minimum standards (CS&P)	**Awaits**

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/Timescale
Crime Reduction Strategies should dovetail with other local strategies	Produce guidance on how to achieve this (CS&P and GoL)	This guidance will be produced as part of the work being developed for the next Audit/Strategy process. **November 2003**

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/Timescale
Communities and key voluntary agencies to be represented on CDRPs	The MPS should work with MPA to establish what the current levels of representation are (CS&P)	**Awaits** – meeting to be held to take this forward
	The MPS should work with MPA to highlight any areas where membership can be improved (CS&P)	**Awaits**

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/Timescale
Operation Jigsaw (MAPPA Unit) to devise corporate framework to link CDRPs to MAPPAs	Form a focus group to research and develop framework (MAPPAs)	**Ongoing**. Work continues with Operation Jigsaw to examine the links between CDRPs and MAPPAs.
	Develop systems to monitor, evaluate and feedback any identified best practice within framework (MAPPAs)	**Ongoing**
	Arrange for MPS Inspectorate to carry out inspection beginning April 2004.	**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/Timescale
MPA to establish a process to show how CDRP, service and national policing plans fit together		

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/Timescale
Anti-social behaviour and disorder to be included in Policing Plan		

Recommendation 27:

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

Key Points	Actions	Results/Timescale
MPA to develop good practice consultation guidance		

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/Timescale
Develop problem orientated policing across all London boroughs	Produce list of how widely it is used currently (CS&P and Problem Solving Team)	Thirty-one boroughs have received the Problem Solving training. Westminster will have their training finished in the first quarter of next year. **Spring 2004**
	Evaluate current use of model (CS&P and Problem Solving Team)	**Ongoing**. Work will continue to make sure that Problem Solving remains a core tool for partnership work across

		the MPS.
	Produce plan to develop its use across the other boroughs (CS&P and Problem Solving Team)	**Ongoing**

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/Timescale*
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)	**Ongoing**. Finance Services have been working and will continue to work closely with the Home Office to simplify the issues associated with funding.

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/Timescale*
CDRPs should have dedicated analytical capability	Research to find out how many boroughs have this capability presently (CS&P and GoL)	**Completed**. Thirty-one boroughs currently have an analyst funded by GOL to assist in these areas.
	Work with CDRPs to make sure that all have this capability (CS&P and GoL)	**Ongoing**. These posts will be critical to the success of the Audit/Strategy process. The MPS will be working

		with GOL to make sure that this capability is available in all boroughs.
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)	**Ongoing**. GOL have developed further support for these analysts working with the Jill Dando Institute.

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/Timescale
MPA to provide CDRPs with information on its roles and responsibilities		
MPA to ensure that its partners understand the reason for their involvement		

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/Timescale

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/Timescale

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/Timescale
MPA to understand and take account of other pan-London agencies roles		

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/Timescale
MPA work with their pan-London partners to co-ordinate activity		