



Service Improvement Review of Operational Support Policing

Final Report – Improvement Plans

November 2003



Working for a safer London

INTRODUCTION

This paper sets out the Improvement Plans from the final report of the Operational Support Policing Service Improvement Review. Below is a list of the 13 recommendations arising from the Review. More detail can be found in the final report and its management summary.

List of Recommendations

- 1 To ensure that the most effective and efficient use is made of resources by conducting annual assessments to examine the justification for and the terms of reference of, operational support units against MPS priorities as defined by the NIM framework.
- 2 To provide boroughs with a more efficient and effective method of accessing the most appropriate support unit to assist with incidents and also to provide a source of advice and information through the establishment of a 24/7 joint central gateway for TP and SCD.
- 3 To increase the transparency of the TP tasking and coordinating framework in order to encourage boroughs to bid for the services of TP pan-London units.
- 4 To improve the consistency and coordination of policing on boroughs by implementing a protocol to ensure the Integrated Borough Operations Office is informed of operational support units operating proactively in their area, unless to do so would compromise that, or future operations.
- 5 To improve internal awareness about the use of operational support resources in boroughs by ensuring effective debriefing and by making this a standing agenda item at the weekly intelligence meeting (mandatory under NIM) and at the BOCU Tasking and Co-ordinating meeting.
- 6 To raise community awareness about the use of operational support resources by borough commanders through their local media, local consultative group meetings and other channels of communication.

- 7 To measure activities and outcomes of operational support units in the most effective and efficient way in order to improve performance management and to influence decision-making about their staffing requirements.

- 8 To reduce the impact of the loss of experienced officers from borough and reduce vacancies in operational support functions by seeking to retain officers and police staff with relevant experience and skills past their normal retirement point and by further building on work in progress to establish an MPS bank of retired staff.

- 9 To assess the potential benefits of increasing the use of non-sworn police staff in operational support functions with reference to the recommendations of the ongoing HMIC thematic inspection of civilianisation and the MPS Civilianisation Plan.

- 10 To seek to balance the needs of TP and SCD by retaining experienced detectives on boroughs whilst increasing the capability of SCD to support boroughs through the secondment of selected Trainee Detective Constables from BOCUs to SCD for six months as part of their development programme.

- 11 To retain experienced detectives on boroughs by recruiting experienced and skilled investigators into the MPS capable of being posted direct from Training School to SCD and other investigative units.

- 12 To improve the analytical capability and response in relation to Level 2 crime through the inclusion of NIM problem profiles of cross-border crime issues in the tactical intelligence assessments considered by the TP Tasking and Co-ordinating Group.

- 13 To evaluate the effectiveness of the SCD7/HMCE initiative in disrupting the availability of Class A drugs at the point of supply in boroughs.

Recommendation 1	To ensure that the most effective and efficient use is made of resources by conducting annual assessments to examine the justification for and the terms of reference of, operational support units against MPS priorities as defined by the NIM framework.			
Objective(s):	Enhanced MPS performance by clearly defining the contributions of operational support policing functions			
Link to strategic aim/priority	Developing safer communities			
Additional costs	Estimated savings/benefits			
<ul style="list-style-type: none"> None – achievable within existing resources. 	<ul style="list-style-type: none"> No cashable savings identified. 			
Non-quantifiable costs	Non-financial benefits			
	<ul style="list-style-type: none"> Roles and responsibilities of non-borough units are explicitly directed towards the organisational priorities of the MPS, through the framework of the Control Strategy. Corporate planning process will improve the transparency of decisions on the scaling of operational support units. 			
Key actions to implement	Lead	Deadline	PI/Milestone	Target
Directorate of Strategic Development, in conjunction with other directorates, should establish the evaluation criteria and process.	DCC 2	June 2004	Evaluation process developed	To instigate annual reviews of operational support functions in line with the strategic planning process.
		Sept 2004	Commence assessments in line with strategic planning process	

Recommendation 2	To provide boroughs with a more efficient and effective method of accessing the most appropriate support unit to assist with incidents and also to provide a source of advice and information through the establishment of a 24/7 joint central gateway for TP and SCD.			
Objective(s):	Enhanced quality of MPS service to Londoners through improved efficiency of operational support policing functions			
Link to strategic aim/priority	Developing Safer Communities			
Additional costs	Estimated savings/benefits			
<ul style="list-style-type: none"> £1.4m (includes accommodation, running costs and staff [2 DS, 1 PS, 3 DC, 11 PC]) 	<ul style="list-style-type: none"> Awaits (based on savings from merging reserves) 			
Non-quantifiable costs	Non-financial benefits			
<ul style="list-style-type: none"> Risk that accommodation cannot be found for a joint SC and TP facility. 	<ul style="list-style-type: none"> Improved efficiency through co-ordinated intelligence in fast time situations. Boroughs receive an immediate and decisive answer to queries about potential specialist support and the terms of reference of non-borough units, which will better enable them to service demand. Boroughs and other OCUs receive advice and information about certain types of incidents, which will better enable them to service demand. Improved health and safety advice. 			
Key actions to implement	Lead	Deadline	PI/Milestone	Target
Existing SCD reserves combined to form central gateway.	SCD	1 Dec 2003	Single SCD reserve in place	MPS Integrated Operations Centre in operation
TP central gateway formed to link with Integrated Borough Operations centres	TP	1 Jun 04	TP gateway in place	
Amalgamate SCD and TP	TP	30 Sep 04	Joint gateway in place	

Recommendation 3	To increase the transparency of the TP tasking and co-ordinating framework in order to encourage boroughs to bid for the services of TP pan-London units.			
Objective(s):	Enhanced quality of MPS service to Londoners through improved efficiency of operational support policing functions			
Link to strategic aim/priority	Developing safer communities			
Additional costs		Estimated savings/benefits		
<ul style="list-style-type: none"> No quantifiable costs identified – achievable within current resources. 		<ul style="list-style-type: none"> No quantifiable savings currently identified. 		
Non-quantifiable costs		Non-financial benefits		
<ul style="list-style-type: none"> Nil 		<ul style="list-style-type: none"> Improved effectiveness as TP tasking and co-ordinating process will be better informed by needs of BOCUs. Increased efficiency by improving the quality of the bids submitted by BOCUs requesting support. 		
Key actions to implement	Lead	Deadline	PI/Milestone	Target
Link Commanders to nominate deputies or devise rolling programme.	TP	1 Jan 04		
Revised process map and self-help guide designed and disseminated	TP	1 Jan 04		
Link Commanders or deputies to attend meetings, champion their BOCUs' PATPs and report back to BOCUs.	TP	1 Feb 04		

Recommendation 4	To improve the consistency and co-ordination of policing on boroughs by implementing a protocol to ensure the Integrated Borough Operations Office is informed of operational support units operating proactively in their area, unless to do so would compromise that, or future operations.			
Objective(s):	Increased public confidence by improving accountability of operational support policing functions			
Link to strategic aim/priority	Developing safer communities			
Additional costs	Estimated savings/benefits			
<ul style="list-style-type: none"> None identified – achievable within existing resources 	<ul style="list-style-type: none"> Advance notice of staff demands leading to a reduction in need to cancel weekly leave at short notice. 			
Non-quantifiable costs	Non-financial benefits			
<ul style="list-style-type: none"> Nil 	<ul style="list-style-type: none"> Improved effectiveness and efficiency through avoidance of 'blue on blue' conflicts Improved public satisfaction by ensuring consistent policing in tune community needs. Improved effectiveness through intelligence flows – i.e. 'visiting' units aware of local concerns/tensions 			
Key actions to implement	Lead	Deadline	PI/Milestone	Target
TP Crime Policy to co-ordinate DCC4, TP Modernising Operations, SCD and SO policy	TP	Apr 04	Publication of police notice	

Recommendation 5	To improve internal awareness about the use of operational support resources in boroughs by ensuring effective debriefing and by making this a standing agenda item at the weekly intelligence meeting (mandatory under NIM) and at the BOCU Tasking and Co-ordinating meeting.			
Objective(s):	Enhanced quality of MPS service to Londoners through improved efficiency of operational support policing functions Enhanced MPS performance by clearly defining the contributions of operational support policing functions			
Link to strategic aim/priority	Developing safer communities			
Additional costs	Estimated savings/benefits			
<ul style="list-style-type: none"> None – achievable within existing resources. 	<ul style="list-style-type: none"> None identified 			
Non-quantifiable costs	Non-financial benefits			
<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Improved effectiveness of local policing operation including health and safety issues by regular analysis of intelligence received from operational support units. Regular assessment and submission of appropriate bids for support irrespective of historic results. Transparency in the deployment of support units across the MPS. 			
Key actions to implement	Lead	Deadline	PI/Milestone	Target
TP NIM Implementation team to include details in their compliance literature.	TP	April 2003		

Recommendation 6	To raise community awareness about the use of operational support resources by borough commanders through their local media, local consultative group meetings and other channels of communication.			
Objective(s):	Increased public confidence by improving accountability of operational support policing functions			
Link to strategic aim/priority	Developing safer communities			
Additional costs	Estimated savings/benefits			
<ul style="list-style-type: none"> None – achievable within existing resources 	<ul style="list-style-type: none"> None identified 			
Non-quantifiable costs	Non-financial benefits			
	<ul style="list-style-type: none"> Improved awareness amongst Community opinion formers of the type of support accessible to Boroughs. Increased awareness of the extent to which the Borough has availed itself of the support Increased accountability of Borough Commanders in ensuring that appropriate bids are made for support Services 			
Key actions to implement	Lead	Deadline	PI/Milestone	Target
TP partnership to task Borough Liaison Officers with ensuring that this matter is on CPCG agendas.	TP	April 04	Guidance issued	Issue on all agendas.
DPA to issue guidance to Borough Communications on local communications tactics.	DPA	April 04	Guidance issued	

Recommendation 7	To measure activities and outcomes of operational support units in the most effective and efficient way in order to improve performance management and to influence decision-making about their staffing requirements.			
Objective(s):	Enhanced MPS performance by clearly defining the contributions of operational support policing functions			
Link to strategic aim/priority	Reforming the delivery of policing services			
Additional costs	Estimated savings/benefits			
<ul style="list-style-type: none"> Internal Consultancy Group assessment, estimated 30 days = £13,500. 	<ul style="list-style-type: none"> Nil at this stage 			
Non-quantifiable costs	Non-financial benefits			
<ul style="list-style-type: none"> Nil – achievable within existing resources. 	<ul style="list-style-type: none"> Support units could demonstrate the relationship between the activities, outcomes and the use of resources. Business groups would be able to objectively determine resources on the basis of operational need. Improved efficiency by identifying the appropriate methodology for each unit. 			
Key actions to implement	Lead	Deadline	PI/Milestone	Target
ICG assess current methods of measurement	DCC 2	30 Sep 04	Evaluation completed	Identification of most effective and efficient method of measuring activities, outputs and outcomes to inform resource requirement.
Implement selected methodology to inform planning processes.	DCC 2	31 Dec 04	Methodology implemented	

Recommendation 8	To reduce the impact of the loss of experienced officers from borough and reduce vacancies in operational support functions by seeking to retain officers and police staff with relevant experience and skills past their normal retirement point and by further building on work in progress to establish an MPS bank of retired staff.				
Objective(s):	Enhanced quality of MPS service to Londoners through improved efficiency of operational support policing functions				
Link to strategic aim/priority	Developing safer communities				
Additional costs		Estimated savings/benefits			
<ul style="list-style-type: none"> Nil – achievable within existing resources. 		<ul style="list-style-type: none"> £214 K based on the MPS people bank assuming responsibility for 50% of contracted hours. 			
Non-quantifiable costs		Non-financial benefits			
<ul style="list-style-type: none"> Nil 		<ul style="list-style-type: none"> Improved effectiveness by reducing the loss of experience from BOCUs. Improved efficiency and effectiveness by reducing need to draw experienced staff away from boroughs. Improved efficiency through in-house response to requests for contracted staff. 			
Key actions to implement		Lead	Deadline	PI/Milestone	Target
Fully implement MPS People Bank incorporating retired officers and police staff.		HR	30 June 2004	MPS People Bank fully functioning.	50% of contracted hours to be found from People Bank.
Assess the potential extension of the MPS 30+ Scheme with regard to the Home Office evaluation of the national pilot scheme.		HR	30 Sep 2004	Assessment completed.	Increased use of 30+ Scheme

Recommendation 9	To assess the potential benefits of increasing the use of non-sworn police staff in operational support functions with reference to the recommendations of the ongoing HMIC thematic inspection of civilianisation and the MPS Civilianisation Plan.			
Objective(s):	Enhanced quality of MPS service to Londoners through improved efficiency of operational support policing functions			
Link to strategic aim/priority	Reforming the delivery of policing services.			
Additional costs	Estimated savings/benefits			
<ul style="list-style-type: none"> • Nil 	<ul style="list-style-type: none"> • Nil at this stage 			
Non-quantifiable costs	Non-financial benefits			
<ul style="list-style-type: none"> • Risk that police staff may be more expensive in certain roles than officers. • Risk that the MPS will be unable to recruit the required numbers of suitable police staff into operational support roles. • Risk that police staff will reduce the operational flexibility provided by officers. 	<ul style="list-style-type: none"> • Reduce the need to take officers from borough based policing to fill operational support roles. • Increase the career development opportunities for police staff. 			
Key actions to implement	Lead	Deadline	PI/Milestone	Target
Human Resources Directorate review and assess HMIC recommendations [to be published in April/May 2004]	HR	30 Sep 03	Review completed	Increased number of police staff
Implement action plan arising from above		To be advised	Action plan implemented	

Recommendation 10	To seek to balance the needs of TP and SCD by retaining experienced detectives on boroughs whilst increasing the capability of SCD to support boroughs through the secondment of selected Trainee Detective Constables from BOCUs to SCD for six months as part of their development programme.			
Objective(s):	Enhanced quality of MPS service to Londoners through improved efficiency of operational support policing functions			
Link to strategic aim/priority	Reforming the delivery of policing services.			
Additional costs	Estimated savings/benefits			
<ul style="list-style-type: none"> Nil – achievable within existing resources 	<ul style="list-style-type: none"> Nil 			
Non-quantifiable costs	Non-financial benefits			
<ul style="list-style-type: none"> Short-term loss of trainee detectives from boroughs. 	<ul style="list-style-type: none"> Improve retention of experienced staff on boroughs. Improve development of trainee detectives. 			
Key actions to implement	Lead	Deadline	PI/Milestone	Target
Identification of posts that could be designated as suitable for trainee detectives.	SCD	June 2004	2-5% of SCD Constable posts to be designated for trainee detectives	Increase average length of CID experience per borough DC
SCD, Crime Academy, HR and TP model the programme of secondments to maximise the benefits and minimise the costs and risks.	SCD	June 2004	Programme developed	
Implement programme of attachments	SCD	September 2004	Programme implemented	

Recommendation 11	To retain experienced detectives on boroughs by recruiting experienced and skilled investigators into the MPS capable of being posted direct from Training School to SCD and other investigative units.			
Objective(s):	Enhanced quality of MPS service to Londoners through improved efficiency of operational support policing functions			
Link to strategic aim/priority	Reforming the delivery of policing services			
Additional costs	Estimated savings/benefits			
<ul style="list-style-type: none"> Bespoke advertising and recruiting campaign. Police Review half page full colour advert £3,000. Development of selection test (ICG 20 days = £9,000) Internal Consultancy Group evaluation of different stages of the initiative (ICG 15 days = £6,750) 	<ul style="list-style-type: none"> £139k salary costs based on probationers occupying 0.5% of SCD constable posts. 			
Non-quantifiable costs	Non-financial benefits			
<ul style="list-style-type: none"> Additional supervisory burden associated with less experienced officers. 	<ul style="list-style-type: none"> Reduces the number of experienced staff requiring to be drawn from boroughs. Encourages people to join the MPS who may be deterred by thought of having to spend a minimum of two years in uniform. 			
Key actions to implement	Lead	Deadline	PI/Milestone	Target
HRD and SCD identify posts that could be filled by directly recruited detectives.	HR	June 2004	Identify suitable posts for directly recruited detectives	Increase average length of CID experience per borough DC
Recruitment and selection process identified and implemented.	HR	June 2004	Process identified	
Implement recruitment process.	HR	Sep 04	Personnel recruited	

Recommendation 12	To improve the analytical capability and response in relation to Level 2 crime through the inclusion of NIM problem profiles of cross-border crime issues in the tactical intelligence assessments considered by the TP Tasking and Co-ordinating Group.				
Objective(s):	Increased public satisfaction by improving MPS response to Level 2 issues.				
Link to strategic aim/priority	Developing safer communities				
Additional costs		Estimated savings/benefits			
<ul style="list-style-type: none"> • Nil – achievable within existing resources. 		<ul style="list-style-type: none"> • No financial savings identified. 			
Non-quantifiable costs		Non-financial benefits			
<ul style="list-style-type: none"> • Nil – required by National Intelligence Model. 		<ul style="list-style-type: none"> • Increased public satisfaction resulting from increased MPS performance in relation to Level 2 cross-border crimes. 			
Key actions to implement		Lead	Deadline	PI/Milestone	Target
TP Crime analysts to be tasked with producing Level 2 tactical assessments.		TP	1 Feb 04	Assessments produced	
Consideration of Level 2 assessments by TP tasking and co-ordinating group.		TP	1 Feb 04	Assessments part of TP T&CG process.	

Recommendation 13	To evaluate the effectiveness of the SCD7/HMCE initiative in disrupting the availability of Class A drugs at the point of supply in boroughs.			
Objective(s):	Increased public satisfaction by improving MPS response to Level 2 issues.			
Link to strategic aim/priority	Developing safer communities			
Additional costs	Estimated savings/benefits			
<ul style="list-style-type: none"> Nil – achievable within existing resources. 	<ul style="list-style-type: none"> Nil 			
Non-quantifiable costs	Non-financial benefits			
	<ul style="list-style-type: none"> Effectiveness of joint approach tackling Level 2 drugs evaluated. Assessment of application this approach to other Level 2 crime types 			
Key actions to implement	Lead	Deadline	PI/Milestone	Target
Joint initiative commences operations.	SCD	01 Jun 04	Ops commence	Establish if the joint approach makes an impact on Level 2 drugs supply.
Evaluation conducted.	SCD	31 Dec 04	Evaluation	
Final report considered by SCD and TP.	SCD/TP	01 Apr 05	Considered	