

HMIC *Going Local* Inspections in the MPS 2001 – 2002

HARINGEY BOCU

Date of inspection: 12 – 18 June 2001

Report published: 26 July 2001

Re-visit report published: March 2002

The inspection team made the following recommendations:

1. That greater effort and emphasis be applied at a local level to the prudent management of budgets and resources.
2. That simplification of the BCU priorities, ensuring a small number of key operational activities be clearly communicated to all staff, supported by appropriate performance data and accountability mechanisms.
3. That a comprehensive demand management strategy be developed and implemented on the BCU.

The inspection team acknowledged the following as good practice:

1. Briefings on the BCU were of a high standard, intelligence-led and considered a point of good practice. A dedicated briefing officer role has been created, essentially giving the same briefing several times a day. A computerised visual presentation is given, including relevant photographs, providing succinct and structured information. All officers are tasked at the briefing with specific commitments designed to combat key areas of crime and disorder.
2. A set agenda format (for the tasking and co-ordinating meeting) included a list of outstanding DNA and fingerprint identifications, who was dealing with these and actions taken. Presentations were made by three analysts covering the BCU priority areas of street crime, burglary and car crime. Tactics were suggested by analysts and actions minuted. The Inspection Team considered it to be a good meeting and pivotal in focusing police activity.

The inspection team made the following recommendations:

1. That greater effort and emphasis be applied at a local level to the prudent management of budgets and resources.
2. That a review be undertaken of the existing arrangements on the BCU in support of the key multi-agency crime and disorder priorities.
3. That steps be taken to fully adopt the National Intelligence Model with a view to enhancing the intelligence-led approach at a strategic level.
4. That a fundamental review be undertaken of the Telephone Investigation Bureau (TIB) designed to establish how the unit can best assist and support response teams and CAD. This should include consideration of broadening the unit's terms of reference to provide a help and information function, and a review of staffing and opening hours.
5. That a comprehensive demand management strategy be developed and implemented on the BCU.
6. That a training needs analysis be undertaken, followed by the development and delivery of a targeted training programme for BCU staff.

The inspection team acknowledged the following as good practice:

1. Staff displayed an awareness of performance of the BCU in comparison to other MPS BCUs and the Inspection team considered it to be particular strength that the performance regime permeates all levels.
2. To date, 24 of the 32 MPS boroughs have been involved in Operation Seneca, which allows the use of a range of tactics including police deployment in conjunction with revenue protection inspectors, use of traffic wardens and deployment of a bus specially equipped with CCTV. The project is being evaluated and has been put forward by the MPS to apply for the Tilly award, a Home Office award given to policing initiatives involving problem-orientated policing.

CAMDEN BOCU

Date of inspection: 24 – 31 July 2001

Report published: 13 September 2001

Re-visit report published: February 2003

The inspection team made the following recommendations:

1. That a review be undertaken of the terms of reference and staffing of all squads and teams operating on the BCU with a view to realigning resources in support of corporate and BCU aims and objectives.
2. That continued effort and emphasis be applied at local level to the prudent management of budgets and resources.
3. That the priorities for the BCU be re-established, ensuring a small number of key operational activities, and be clearly communicated to all staff, supported by appropriate performance data and accountability mechanisms.
4. That a performance management strategy be developed and introduced on the BCU. To include clear lines of accountability supported by timely management information, focused in support of key target areas and benchmarked against similar BCUs.
5. That a regular review be undertaken of outstanding DNA/forensic identifications, with priority crimes being fast-tracked.
6. That a fundamental review be undertaken of the Telephone Investigation Unit (TIU) in order to establish how the unit can best assist and support response teams and CAD.
7. That a comprehensive demand management strategy be developed and implemented on the BCU.

The inspection team acknowledged the following as good practice:

1. A pilot initiative, which commenced in March 2001 and will run until September, involving the introduction of motorcycle patrols to increase the ability of officers to respond through congested traffic and patrol in confined areas.
2. The Inspection Team was impressed with the system developed and introduced on the BCU to grade crime scene preservation, which is fed back to each response team. The system involves SOCOs drawing on their professional expertise to give a grade to crime scenes visited based on how response officers have preserved the scene. This provides valuable management information, but more importantly, provides sound feedback to operational officers enabling them to improve their scene management skills. Any scene graded as below standard is subject to fast time feedback to the initial investigating officer and supervisor who dealt with the crime. The system has been adopted by other MPS BCUs and is acknowledged as good practice.

BRENT BOCU

Date of inspection: 24 – 31 July 2001

Report published: 28 September 2001

Re-visit report published: April 2003

The inspection team made the following recommendations:

1. That the BCU rationalise its objectives and priorities so a small number of key operational activities can be clearly communicated to all staff. Appropriate performance data and accountability mechanisms should then support this.
2. That more robust performance management processes be developed, including clear lines of accountability, timely management information, the identification of key target areas and benchmarked against similar BCUs.
3. That the BCU agree a visibility and reassurance strategy that clearly defines all officers' roles and responsibilities in this key area of policing.
4. That a comprehensive demand management strategy be developed and implemented on the BCU.

The inspection team acknowledged the following as good practice:

1. The software package (EDDI) developed by the BCU for monitoring the performance of individuals or teams.
2. The effectively-managed and well-resourced dedicated source unit.
3. The effective structure and management of the Drugs Arrest Referral Scheme which is ensuring a high number of contacts with detainees and consequently providing much needed treatment options for them.
4. The commitment to and management of diversity issues on the BCU.

The inspection team made the following recommendations:

1. That the crime reduction strategy be given a higher priority, with all members of the command team assuming specific responsibilities and being held to account for their achievement.
2. That the BCU review its present partnership working arrangements and give members of the command team specific responsibilities, ensuring that accountability mechanisms can monitor their achievement.
3. That a more robust performance management structure be introduced, so that staff at all levels are clear about what is required of them and are held to account.
4. That the BCU formulate a patrol strategy that clearly defines all officers' roles and responsibilities in this key area of policing.
5. That the BCU reviews its intelligence systems, structures and processes, using as a template the MPS Policing Model. This review should include the role and composition of the tasking and co-ordinating meeting.
6. That the BCU review its management of forensic issues to ensure that all forensic hits are acted upon, backed up by a robust audit trail and management tracking processes.
7. That the BCU carry out a fundamental review of all of the structures, systems and processes of the crime group using the MPS Policing Model as a template. The geographic location of units should be included within the review.
8. That the existing internal crime audit systems be improved to ensure greater compliance with Home Office Counting Rules.
9. That the BCU develop a more structured and comprehensive approach to demand management supported by a process that holds senior managers to account for performance in this area.
10. That the BCU commander carry out a fundamental review of the policing strategy for the BCU that includes reviewing all the existing systems, structures and processes. The primary aim should be to improve performance against targets with a suggested starting point being a review against the MPS Policing Model.
11. That the BCU adopt the use of BEM to assist and manage sustainable excellence.

12. That a more robust structure be put into place to ensure the implementation of the MPS diversity strategy. This should include making senior managers accountable for specific elements of the action plan and then holding them to account.

The inspection team acknowledged the following as good practice:

1. The BCU's rapid response to street crime by a dedicated robbery car that adopts a victim-centered and focused approach to the investigation.