

Recommendation 1:		
<i>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.</i>		
Key Points	Actions	Results/Timescale
All boroughs to have nominated officer	Officers to be identified by BOCUs	Completed September 2003
	Database created with these officers' details	Completed. Last updated April 2005
Responsibility to conduct and co-ordinate community safety projects	Rewrite role profiles for officers engaged in partnership work	Completed May 2004

Recommendation 2:		
<i>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.</i>		
Key Points	Actions	Results/Timescale
Review of tenure for key officers	HR to review tenure, including for borough commanders and partnership officers	Awaits This work has been included in the Partnership strand of the Service Review reporting to Management Board in September 2005. However it is already standard practice for agreement to be reached with borough commanders over their minimum tenure.
Minimum tenure to be established for borough commanders	This is also the responsibility of HR	

Recommendation 3:		
<i>The MPS should develop mechanisms to enable effective succession planning for borough commander's positions, including proper handover and potential shadowing.</i>		
Key Points	Actions	Results/Timescale
Succession planning for borough commanders	Explore the issues surrounding these mechanisms.	Awaits This work has been included in the Partnership strand of the Service Review reporting to Management Board in September 2005.

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 for CDRP matters	Database created with these details	Completed Last updated April 2005

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	Initial research completed May 2004
	Develop Career Pathways	Awaits This work has been included in the Structure Strand of the Service Review reporting to Management Board in September 2005.
	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. Home Office 'Introduction to Crime Reduction' course currently being delivered to borough partnerships. Other courses being developed according to need. The new Home Office 2 day course entitled 'Foundation Course in Crime Reduction and Community Safety' is about to be delivered for the first time in the MPS. The vision is for the TP Partnership Team to train various individuals across the MPS to deliver this course.

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	Ongoing. These minimum standards will form part of a Partnership Policy and Standard Operating Procedures that will be published shortly. This will take into account the results of the Service Review.
Develop minimum standards	MPS to develop minimum standards	As above

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	Completed
Corporate Partnership Unit to keep overview of partnership work	Corporate Partnership Unit to keep overview of partnership work using the systems set up as part of recommendations 8/9.	Completed <ul style="list-style-type: none">❖ There is currently a team of three police officers and a member of police staff dedicated to partnerships across the MPS.❖ The team is based within the Safer Neighbourhoods Unit in order to reinforce the links with this significant partnership based project.

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 strategy	Completed. Aims and objectives reflect the emphasis on the Safer Neighbourhoods programme.
	System created to collect and disseminate good practice	Ongoing. Good practice is already collected and disseminated but a more sophisticated system will be developed as part of the website. This is also connected with the team's function in respect of monitoring partnership funding and also draws on good practice emerging from the Safer Neighbourhoods programme.
	Plan created to promote partnership work	Ongoing. This links closely with the plans to develop the Safer Neighbourhoods programme which by its nature will significantly increase the amount of partnership activity.
	Develop Team's ability to support MPS officers work in CDRPs	Ongoing. A sergeant and a constable have joined the Inspector in the team, as a result their ability to support MPS staff working in partnership work has increased.
	Develop system to record Unit's work.	Completed January 2004. A system has been developed to demonstrate the contribution it makes. This is also linked to the Team's monitoring responsibilities in respect of funding.

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 Government of London (GOL) where appropriate when undertaking this task.

Key Points	Actions	Results/Timescale
The Safer Neighbourhoods Unit to develop performance monitoring system in relation to MPS contribution to CDRPs	System developed to monitor, compare and contrast MPS performance.	Awaits. The Service Review (Partnership strand) has incorporated a project examining this area of work. The MPS will use the findings of this project to develop a monitoring system to monitor their contribution to partnership work across London.
	Develop system to work with GOL	The responsibility for monitoring funding has led to closer working with GOL, which enhances the ability of the Unit to assess the relative contributions to CDRPs.

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	Ongoing. Copies of the recent borough audits have already been collected. When the new Crime Reduction Strategies are published – these will also be collected with a view to carrying out an analysis of the impact of how these strategies impact on the MPS corporately.
	Create and maintain database	Ongoing. Work will be required between these parties to maintain the library of the relevant plans.
	Publish database for local and HMIC use	Ongoing. Copies of the audit and strategy will be made available via the intranet.

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	Completed. This is being achieved in part through the Safer Neighbourhoods Training Needs Analysis and feedback from BOCU staff.
	'Working in Partnership' course to be developed	Completed. <ul style="list-style-type: none">❖ A course has been developed for the Safer Neighbourhoods officers.❖ In addition, a course has been designed for probationary officers (Rec. 13).❖ The Home Office 'Introduction to Crime and Disorder Reduction' is being delivered to borough partnerships. This course has been delivered to 2000 people across London in the last 18 months.❖ The previously mentioned Home Office 2 day course is now being made available to partnerships across London.❖ Bespoke training is available from the Partnership Team. All these courses incorporate the elements identified within the recommendation.

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	Completed. <ul style="list-style-type: none">❖ System developed with Finance Department.❖ From 1st April 2005 an enhanced project monitoring system will be in use similar to that used by the BCU Fund.❖ A policy has been commissioned, to cover the issue of partnership funding and projects. It will be published shortly.

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	Completed February 2004
	Develop package to fill the gap and keep it updated	Completed May 2004 <ul style="list-style-type: none">❖ A one-week course focusing on partnership working is now delivered to all probationary officers during the first year of service.❖ A foundation course for all officers on the Safer Neighbourhoods Programme is now being delivered.❖ Further to these courses, the Safer Neighbourhoods Unit has been working with their colleagues from HR (Training School) to devise and deliver borough based recruit training. A strong emphasis has been placed upon community problem solving and partnership working. Initially based in Camden, this is being rolled out across the MPS (the next borough to be involved is Havering).
Input on borough induction courses on partnership work	Develop package to fill the gap and keep it updated.	It is important to note that due to the success of the above courses, a large number of staff joining Safer Neighbourhood Teams have already received these courses. As part of the Safer Neighbourhoods Programme, work is being carried out to provide advice and guidance on borough induction courses.

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 and produce guidance	Awaits <ul style="list-style-type: none">❖ This is part of the information-sharing project currently being undertaken by the Safer Neighbourhoods Unit and the Directorate of Information (Completion July 2005).❖ Ongoing. The MPS continues to work with GOL on their London Analysts Support Site (LASS), to improve the control of data quality, promote best practice and improve partnership working. Over 200 Borough Intelligence Unit staff currently have access to this site. Ways are currently being explored to further develop this project.

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	Completed. All boroughs have an Information Exchange Protocol
	Check compliance against corporate guidance.	Ongoing. On completion of the information sharing project (as at 14) corporate guidance will be produced and boroughs will be consulted with a view to ensuring compliance with corporate policy (to be launched July 2005). The new corporate guidance will itself be fully Data Protection compliant. The Information Commissioner's Office is currently being consulted.

Recommendation 16:

The MPS should include in its IT strategy measures to improve 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.	Completed September 2003. Information exchange and partnership work has been included as a further consideration when developing new IT systems.

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	Ongoing. See Recommendation 14 (Completion July 2005).

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.	Ongoing This is being done borough-by-borough according to their needs.

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.	Awaits. This work has been included in the Partnership Strand of the Service Review reporting to Management Board in September 2005.
Evaluate the two different approaches	Carry out evaluation with information from not only within the MPS but across the country	An evaluation of the different approaches will then be possible with a view to highlighting good practice.

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	Completed. Guidance was sent out by the Home Office on how to link strategies. Further guidance from the MPS was sent out last year to assist the boroughs produce their Crime Reduction Strategies.

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 MAPPAs 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 (MAPPAs 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. This is linked to the information sharing project identified under Recommendation 14. Further work will need to be done when the project reports in July 2005.