

**HM Inspectorate of Constabulary
Allington Towers, London Regional Office**

**Follow-up Visit to Bromley BOCU
Metropolitan Police Service**

BCU Inspection Conducted – November 2006

Follow-up Visit Conducted – January 2008



Follow up/monitoring Visits to Inspected BCUs

Bromley BOCU - Metropolitan Police Service

Date of Inspection	Lead Inspector	BCU Commander	Date of monitoring visit
27 th Nov – 1 st Dec '06	C/Supt BAINBRIDGE	C/Supt GREENSLADE	10-11 th Jan '08

1. Performance Information

Performance Indicator	Previous Comparative Performance (June 06 – November 06)	Re-visit Inspection Performance (June 07 – November 07)	Change	Notional Contract ¹	Direction
Recorded crime (TNO) Per/1000 Pop	47.16	42.35	-10.20%		√
Recorded crime (TNO) MSBCU position	7	8	-1	<12	√
Recorded crime (TNO) SD rate	21.6%	22.8%	1.24 pp		√
Recorded crime (TNO) SD MSBCU position	13	13	0	<12	√
Residential burglary Per/1000 Hshlds	8.05	7.09	-11.95%		√
Residential burglary MSBCU position	10	14	-4	<12	√
Residential burglary SD rate	14.4%	17.1%	2.71 pp		√
Residential burglary SD MSBCU position	11	6	+5	H/I	√
Robbery Per/1000 Pop	1.74	1.26	-27.57%		√
Robbery MSBCU position	15	14	+1	<12	x
Robbery SD rate	17.5%	23.9%	6.39 pp		√
Robbery SD MSBCU position	9	8	1	H/I	√
Vehicle crime Per/1000 Pop	6.83	6.29	-7.90%		√
Vehicle crime MSBCU position	9	11	-2	<12	x
Vehicle crime SD rate	8.2%	2.4%	-5.82 pp		x
Vehicle crime SD MSBCU position	8	13	-5	<12	x
Violent crime Per/1000 Pop	11.85	10.16	-14.30%		√
Violent crime MSBCU position	12	12	0	<12	√
Violent crime SD rate	31.5%	32.6%	1.11 pp		√
Violent crime SD MSBCU position	14	15	-1	<12	√

- 1.1 The above table sets out performance against key national priorities before and after the point of inspection using data taken from iQuanta. The column entitled 'notional contract' comprises the MSBCU performance outcome requirements included within the HMIC notional contract and is colour coded to indicate achievement (H/I means 'hold or improve'). The final column entitled 'direction' indicates the direction of travel for performance since the time of inspection and again, this is colour coded to indicate achievement.

¹ Performance outcomes required within notional contract

2. Significant developments since the original inspection (eg, boundary changes, changes to management team, increase/decrease in strength)

2.1 In January 2007, a new borough commander was appointed. The appointee had previously served on the BOCU as its Supt (Operations) and was therefore familiar with its opportunities and challenges. In the summer of 2007, a new Chief Executive for the London Borough of Bromley was appointed - a key strategic partner for the BOCU.

3. Inspection Recommendations

Recommendation 1	
<p>That the BCU builds upon its developing performance management framework by:</p> <ul style="list-style-type: none"> • Publication of a statement of the BCU policing style that defines how each element of the BCU should work together towards a common vision and priorities; • Introducing a framework for effective performance management meetings between inspectors, sergeants and constables and with short action sheets; • A review of team-based performance data so as to create a simple set of key performance data that reflect the core business of units and their contribution towards BCU priorities; • The inclusion of these key performance measures within the PDR objectives of team leaders; • An effective and properly targeted BCU-level inspection and review capability. 	
Action taken by BCU	Measurable impact
<ul style="list-style-type: none"> • Team-based meetings now taking place with action sheets collated within the Secretariat. The boroughs performance framework also includes the Daily Management meeting, DMM, the bi-weekly TTCG, the WIM, Weekly Intelligence meeting and the monthly SMT meeting. The timing of these meetings has been agreed but the subject matter will change to address borough need. The Borough Cmdr also presents a bi-annual Bromley Get-together for all staff. • The PDR process for 06/07 is being progressed. The SMT require key performance measures to be included in the 07/08 objectives. Key objectives to be discussed at SMT on 9th May. • The SMT have agreed a form of words for the statement of policing style. The BOCU Cmdr's vision and priorities are also in the form of a leaflet, which is widely distributed to internal and external partners at meetings and community events. • New monthly Performance Report circulated on 9th Aug. Ongoing process of improvement and development. • The Borough has compiled a list of the organisational High Risk Review templates and prioritised them - Mispers; Victims of Crime; Taskings and Briefings; Youth Justice Issues. 	<ul style="list-style-type: none"> • Staff, partners and the public are provided with a helpful 'Chinese menu' style leaflet that sets out the borough's priorities and objectives, year to date performance and points of contact; • Regular performance meetings now take place at every level and PDR objectives reflect the borough priorities and the contribution individuals and teams potentially make towards them; • The BOCU now uses a layered performance report via Aware whereby performance information can be accessed for the BOCU, Team and individual; • A risk-based approach to inspection and review has been introduced on the BOCU with high risks inspections/audits now completed; • A palpable culture of performance improvement was evident on the BOCU with a genuine pride in their work and achievements thus far. Results from the Staff Attitude Survey showed that 87% of staff take pride in their achievements, with only 2% not. 88% of staff agreed that they knew exactly what was required of them and why, with only 2% disagreeing.

Recommendation 2

That the BCU constructs and implements a diversity strategy that is consistent with the emergent force strategy and which takes account of the findings from the gap analysis work currently underway which includes:

- The routine review of the correct and ethical use of police powers amongst minority communities;
- Engagement with and full exploitation of the Independent Advisory Group (IAG);
- A review of compliance with existing diversity legislation;
- Development of third party reporting mechanisms for all types of hate crime;
- Engagement with new and emerging BME groups.

Action taken by BCU	Measurable impact
<ul style="list-style-type: none">• Strategy published. Responsibilities and accountabilities for implementing the BOCU Diversity Strategy agreed and published.• Race and Faith Groups amalgamated. Meetings occurring but insufficient issues / numbers to warrant two groups.• Age and Disability Groups amalgamated. Meetings occurring. Age Concern input to latest training round.• All Groups have made effective external contacts with whom partnership working is now taking place e.g. LGBT Forum and introduction of LO officers.• Diversity focus groups have now had follow up meetings and are starting to generate actions amongst members.• Borough internal diversity focus groups are in place and part of their remit is to examine selection processes etc in the context of compliance with existing diversity legislation. All participants have been provided with a comprehensive package detailing the relevant Statutes and attendant responsibilities.• A format for a staff questionnaire to include issues of diversity and equality has been agreed. The survey was conducted in November and the results are now being analysed.• The reconstituted IAG has taken on fully the role of "Community Advisory Panel" and has sent representatives to the relevant MPA stop and search scrutiny committees. It also now considers Equality Impact Assessments.	<ul style="list-style-type: none">• The BOCU now has a documented and published Diversity Strategy (2007/08) that reflects the MPS Equality Statement. The Borough Commander is the Diversity Champion. Each key strand of activity has an SMT lead and is developing an action plan in consultation with the IAG;• The IAG has been reinvigorated and its membership reviewed. A new clarity of purpose and engagement is evident and feedback from the Chair was very positive;• Work is ongoing on the externally facing aspects of the strategy and to develop a synergy between the work of partners and police in this area.

Recommendation 3

In consultation with staff associations, that the SMT improves and builds upon existing mechanisms (e.g. Bromley Briefings, SMT presentations and personal interactions, etc) for the way in which it engages and consults with BCU staff potentially affected by change so as to make policy and strategy development a genuinely inclusive process.

Action taken by BCU	Measurable impact
<ul style="list-style-type: none">• Communication Strategy agreed by SMT 19.2.07. This includes new Bromley Get-Together briefings delivered in April in the Bromley Christian Centre, attended by over 600 staff. Another series are planned for January. The BOCU Commander has monthly meetings with the Federation representatives and the PCS representative.• Now holding monthly meetings of BBM with Band C staff and Band D staff to ensure communication takes place between police staff and managers. Notices asking for to face-to-face contact rather than e-mail placed in communal areas of Bromley Police buildings.• Meetings held with staff to update on review of SDA in CMU, BIU, IBO and F & R. Consultation with unions and HR4 to ensure compliance with service policy. Notice of one month and then 12months continuance payments will be made for those staff affected. Efficiency savings agreed by TP and explained to staff.• Minutes of all team / unit meetings continue to be placed with the Secretariat.	<ul style="list-style-type: none">• The new BOCU Commander and his SMT have invested considerable work in this area with a range of initiatives being implemented.• Feedback from staff indicates that the SMT are now more visible, accessible and approachable. Staff felt engaged in most aspects of BOCU organisational change that affected them and were clear as to their managers' expectations.• Evaluation of the Staff Attitude Survey is extremely positive: e.g. Managers and supervisors challenge inappropriate behaviour – 78% agreed, 4% disagreed, the relationship between managers and staff is good – 65% agreed, 12% disagreed, I can approach a member of the SMT when I want to – 60% agreed, 16% disagreed.

Recommendation 4

Under an appropriate SMT lead, that the BCU creates and implements a resource/demand management strategy and action plan that maximises the efficient use of resources. This will need to include the following areas of activity:

- Analysis of repeat CAD calls to identify problem solving opportunities to reduce demand;
- A review of response team demand with a view to introducing variable minimum strengths and a single-crewing policy that follows MPS policy;
- Further promotion of the Community Volunteer Scheme and Special Constabulary;
- Increased sponsorship and efficiency activity within MPS policy.

Action taken by BCU	Measurable impact
<ul style="list-style-type: none"> • New TTCG meeting process is now in place. This is a development of the old BCTG and incorporates themed sub-group activity that takes a lead of much of the work that would previously have been dealt with by the separate PRISM meeting. Analysis of call and crime data used to identify most appropriate deployment of resources at bi-weekly meeting. • A BOCU Risk Register is used to prioritise activity and minimise organisational risk. • Bromley has been actively recruiting Special Constables and new volunteers to assist with a variety of roles. An inability of the Centre to provide suitable training opportunities for our recruits has led to the establishment of a Bromley MSC training programme beginning in November 2007. Bromley remains one of the most successful BOCUs in the recruitment of volunteers to assist with both central and neighbourhood base functions. • Recently Bromley has secured external funding from the Glades Shopping Centre for the sponsorship of two PCSOs. This is in addition to two externally funded PCSOs paid for by the LBB and two police officers in safer schools roles. • Single Crewed message and crime reporting car continues to be successfully deployed and has resulted in a considerable reduction of the OI list from the position pre-introduction. A recently concluded three week support visit from the Responding Safely Together (RST) Team concluded that Bromley IBO is performing very well and diverting of calls is far in advance of other BOCUs at the same stage of transition to MetCall. Complements were specifically given regarding the completeness of the Resource Display Window (RDW), which provides the means of identifying available resources and deploying non-response officers more effectively. Direct feedback from response team officers has been received stating that since the move to MetCall and the inception of the Bromley IBO, the number of calls to Response Teams has fallen. This was in confirmation of the statistics produced by the RST who have found the same. • SNTs empowered to seek sponsorship from local businesses. E.g. Petts Wood 	<ul style="list-style-type: none"> • The DMM has a compliance function and has been effective in resolving procedural and compliance issues that would otherwise result in time wasted; • The implementation of the MPS 'Responding Safely Together' arrangements have been managed particularly well at Bromley BOCU with a reported reduction in calls deployed of 18%. This is acknowledged by the core teams as a positive change; • The TIB investigate some 50% of crimes over the telephone which is high relative to other MPS boroughs; • The BOCU operates a Resource Management Group to deal with the 'churn' of staff which also taking a medium-term view on establishment levels throughout the BOCU; • Performance in the CJU has been commendably high even in the context of temporarily reduced staffing resultant from the implementation of IPTs; • Conditional deployment is used and to good effect with SNTs engaged in local non-urgent calls. Staff on the SNTs understand the boundaries of their responsibility.

<p>and Plaistow & Sundridge Teams secure cycles from local sponsors. Input from EIDU (Ext Income Dev Unit) at ESB re. sponsorship and income development at training days.</p> <ul style="list-style-type: none"> • Analysis of repeat CAD calls now incorporated as part of a regular Problem Solving (PRISM) tasking meeting held bi-weekly and Chaired by the Chief Inspector - Safer Neighbourhoods. This review of response team demand incorporated into wider problem solving solutions through PRISM. 	
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4. Monitoring assessment and follow-up action

<p>Have all recommendations been accepted and acted upon?</p>	<p>All recommendations accepted. R1 and R3 are discharged. R2 and R4 have been partially discharged (with good reason) and further work will follow.</p>
<p>Has the remedial action/implementation plan led to demonstrable improvement?</p>	<p>Yes. Improvements have been evidenced within all of the areas influenced by the recommendations. This is particularly notable for changes to the borough's engagement with its staff and in the impact the new Borough Commander has had both internally and externally with key partners. This was reflected within all the focus groups conducted. Strong leadership has clearly led to improvement. The SMT have worked extremely hard and this is evident in the outcomes and direction of travel. Externally, there is a new paradigm at the strategic level and a real openness.</p> <p>Notwithstanding these gains, the BOCU needs to maintain its momentum within the context of a rapidly changing demographic profile and an increasingly challenging financial environment.</p> <p>HMIC therefore encourages the BOCU to act upon the following issues:</p> <ul style="list-style-type: none"> • To monitor and minimise the risk associated with the implementation of CrimInt Plus on the borough; • To introduce some rigor to the coordination of activity under its ongoing resource/demand management activity; • To review the impact and efficacy of amalgamating the TTCG with the PRISM groups; • To develop its work to map, profile and prioritise activity against OCGs that

	<p>operate and/or impact upon the BOCU;</p> <ul style="list-style-type: none"> • To review the quality and prioritisation of the primary and secondary investigation of vehicle crime alongside the forensic activity provided for such investigations; • The development of outcome-base PIs to support the delivery of the BOCU Diversity Strategy.
	<ul style="list-style-type: none"> •
<p>Has performance in relation to national/local targets improved? If not, are the reasons for deterioration understood (eg, transition to National Crime Recording Standard) and being addressed?</p>	<p>Five of the ten specified notional contract outcomes have been met. A further four have a positive direction of travel (SD rates for TNO, residential burglary, robbery and violent crime). The remaining one (vehicle crime SD rates) remains a challenge but the BCU has evidenced its plans and activity to address the issues.</p> <p>A detailed summary is set out in Section 1 within this report.</p>

Have any problems arisen since the Inspection that are likely to affect performance and merit further scrutiny by HMIC?	No.
Other than notification of monitoring outcome to regional office (lead staff officer), is any further action required by HMIC Inspection team – eg, contact with PSU?	No.

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