

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

**Follow-up Visit to Croydon BCU
Metropolitan Police Service**

BCU Inspection Conducted – March 2006

Follow-up Visit Conducted – September 2007



Follow up/monitoring Visits to Inspected BCUs

Croydon BCU - Metropolitan Police Service

Date of Inspection	Lead Inspector	BCU Commander	Date of monitoring visit
6-10 th March '06	C/Supt John BAINBRIDGE	C/Supt Mark GORE	26-27 th Sept '07

1. Performance Information

Performance Indicator	Original Inspection Performance (Nov 05 – April 06)	Re-visit Inspection Performance (Mar 07 – Aug 07)	Change	Notional Contract ¹	Direction
Recorded crime (TNO)	48.68	45.49	-6.55%		√
Recorded crime (TNO) MSBCU position	5 th	6 th	-1	H/I	x
Recorded crime (TNO) SD rate	15.05%	24.90%	+9.85pp		x
Recorded crime (TNO) SD MSBCU position	15 th	6 th	+9	<12	√
Residential burglary	8.57	7.51	-12.32%		√
Residential burglary MSBCU position	5 th	5 th	+0	H/I	√
Residential burglary SD rate	8.83%	12.38%	+3.55pp		√
Residential burglary SD MSBCU position	11 th	9 th	+2	<8	√
Robbery	3.04	2.64	-13.24%		√
Robbery MSBCU position	11 th	12 th	-1	H/I	x
Robbery SD rate	9.60%	17.37%	+7.77pp		√
Robbery SD MSBCU position	13 th	8 th	+5	<8	√
Vehicle crime	6.27	6.12	-2.46%		√
Vehicle crime MSBCU position	4 th	4 th	+0	H/I	√
Vehicle crime SD rate	2.46%	3.43%	+0.97pp		√
Vehicle crime SD MSBCU position	15 th	14 th	+1	<12	√
Violent crime	13.87	12.40	-10.61%		√
Violent crime MSBCU position	8 th	8 th	+0	<12	√
Violent crime SD rate	17.61%	31.62%	+14.01pp		√
Violent crime SD MSBCU position	15 th	9 th	+6	<12	√

NB. Volume crime reductions refer to percentage change above/below MSBCU average

- 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 With support from TPHQ, there have been significant changes to the SMT since the original inspection with two new superintendents, two new DCIs and two new uniformed chief inspectors all arriving since the time of the original inspection. The BCU Commander continues to lead this re-constituted team within a borough that has also since become conservative-controlled with a new chief executive officer.

3. Inspection Recommendations

Recommendation 1	
<p>That the BCU Commander reviews the quality of leadership provided to the BCU by its SMT so as to create a cohesive and dynamic team with a single purpose and vision. This needs to take account of ...</p> <ul style="list-style-type: none"> ➤ The command structure that needs to clearly reflect BCU business and its priorities; ➤ The need for senior CID and Police staff champions at Supt level; ➤ Staff inclusion in key decision making; ➤ A senior change manager to implement these recommendations and management considerations. 	
Action taken by BCU	Measurable impact
<ul style="list-style-type: none"> • Changes have been made to the personnel and structure of the SMT, including a detective superintendent to champion CID issues; • The BCU vision has been refreshed and communicated through presentations; newsletters and reflected within the BCU Communication Strategy; • SMT team building has taken place with external support; • A clear direction and change plan has been published; • Staff are engaged and consulted in the process of change through breakfast meetings and focus groups. 	<ul style="list-style-type: none"> • The SMT are now seen by staff as a united team with a clarity of purpose and direction; • The SMT is now considered to be more balanced across the key policing disciplines; • Cabinet responsibility is practiced by the SMT following healthy and constructive debate. This takes place at monthly SMT meetings and (previously) at a change board; • Staff felt involved and consulted over change issues that affected them; • The SMT now has credibility; • The adjustments to the duty officer function have helped clarify lines of command and responsibility within core teams.

Recommendation 2
<p>That the BCU creates and implements a comprehensive sanction detection improvement plan that includes ...</p> <ul style="list-style-type: none"> ➤ The MPS equivalent plan from Operation Emerald and particularly those aspects relating to custody suite activity; ➤ Bespoke minimum standards for primary and secondary investigations together with robust compliance monitoring and follow-up; ➤ The reduction of outstanding forensic dockets relating to priority and serious crime; ➤ Enhanced use of TICs and FPNDs; ➤ Increased activity to gather intelligence and realise forensic opportunity that enhance intelligence gathering.

Action taken by BCU	Measurable impact
<ul style="list-style-type: none"> • Continued Improvement in primary and secondary investigations of street crimes as well as inclusion of burglary, vehicle and violent crime; • Increase in the use of FPNDs with a gatekeeper appointed to ensure standards met. This is working effectively with a robust system of supervision and implementation; • Dedicated staff working around reductions and TICs; • Prisoners at Croydon subject to identification by BIU, forensics and cross border/neighbouring BCUs; • Agreed Borough response to positive arrest and circulations policy measured through the performance meeting. 	<ul style="list-style-type: none"> • Relative sanction detection performance against most priority crimes and TNOs has improved; • Staff understand the importance of achieving sanction detections; • The borough has dramatically improved its arrest and sanction detection rate for domestic violence with both on course to achieve the MPS targets; • Crime management procedures have improved with primary and secondary investigations having notably improved.

Recommendation 3

- That the BCU creates and implements its own Diversity Action Plan that is tailored for the needs of the borough and reflects all key components as expressed by the MPS within its new corporate Race and Diversity Strategy. This needs to be constructed in consultation with the REC, IAG members and other key partners.

Action taken by BCU	Measurable impact
<ul style="list-style-type: none"> • MPS Equality Standard now in place. Action plan being conducted within Croydon in response to this standard; • Croydon Borough Diversity Steering Group set up to oversee <ul style="list-style-type: none"> ○ MPS Equality Scheme ○ MPS Standard ○ Croydon Borough Action Plan • External and Internal Diversity Forum established; • Diversity Survey conducted within Croydon Borough; • Joint Action Group (JAG) restructured. 	<ul style="list-style-type: none"> • The BCU is following the MPS template for determining the content of its forthcoming action plan and work is therefore ongoing in this regard; • Emerging issues from surveys are acknowledged by the SMT and will be progressed; • Structures now established to take this work forward.

Recommendation 4

That the BCU reviews its performance management arrangements, to create a framework that maximises accountability for performance against priorities at every level of the BCU in a timely and meaningful manner. This should be supported by a MMR that comprises a minimal number of core indicators of success for each unit/team and variable themes each month to test other issues of concern.

Action taken by BCU	Measurable impact
<ul style="list-style-type: none"> • Weekly SNT performance meetings now in place. Each SNT attending every 5 weeks; • MMR now in the form of critical performance areas 2007/8 along with the Business risk register which is discussed at the monthly SMT meeting; • Personal targets have been set where possible and have been embedded within PDRs at both the mid year and annual review periods; • Summary of team performance now published. 	<ul style="list-style-type: none"> • The BCU now has a strong and tangible performance culture across the workforce and particularly within the CID. Staff knew their priorities and the expectations of the SMT; • Performance measures and targets are now more easily understood by staff and are readily accessed; • Work returns are routinely gathered and reviewed by line managers; • Staff noticed an improvement in SMT recognition and appreciated the increased support and visibility from their leaders; • Evidence of regular performance meetings taking place at inspector level and below.

Recommendation 5

That the BCU creates and implements a Demand Management Strategy that is designed to maximise its proactive capacity and which includes...

- A review of core team establishment levels, overlaps and minimum strengths against their demand profile;
- A review of CSU, CID Reactive and Sapphire workloads and establishment levels;
- The creation of a capability to investigate Beat Crimes with a premium service being provided for priority crimes;
- A review of the necessity for the Uniformed Tasking Unit as opposed to alternative approaches for proactivity;
- Analysis work on repeat calls/crimes with problem solving interventions;
- Maximised use of telephone investigation.

Action taken by BCU	Measurable impact
<ul style="list-style-type: none"> • Working smarter project instigated looking at 5 main strands: SNTs and Response Teams: Matching resources to demand: Permanent Custody Teams Single patrol base: Re-branding response teams: Rationalising functions: Team based CID. Sponsored by BCU Commander with full support of SMT; • With the implementation of IBO and Metcall a six stage response plan implemented: Working with responding safely team to improve IBO processes; • Give Authority to IBO Sgts to assign most appropriate unit and refuse inappropriate demand; Introduce new role of Patrol Sergeant; Reallocate division of responsibilities between the two duty officers; Review supporting processes such as fleet management, CPU cover and front counter resourcing; Review effectiveness of these changes early next year; • Review conducted within CID – Staffing profile changes to substantive DC's from 	<ul style="list-style-type: none"> • The excellent work instigated to manage the implementation of MetCall at Croydon has eased the pressure on core uniformed teams; • Operational flexibility to respond to workloads was evidenced within the CID; • As this work is ongoing, the capacity dividend from improved demand management is gradually feeding through. The implementation of this recommendation is recognised as essential to enable the BCU to maximise its proactive capacity and thereby outperform its peers.

<p>proactive to reactive in response to risk assessment of responsibilities;</p> <ul style="list-style-type: none"> • RE structuring of CPU and the formation of the volume crime team. Under leadership of DCI Reactive. Combined workloads of VCT now at 120 live investigations. Vigorous weeding policy now applied by supervisors resulting in about 350 crimes over a six-month period not being allocated for further investigation; • UTU moved under direct tasking through BIU/NIM process and under leadership of DCI proactive; • Analysis work being conducted on multi strand action plans – criminal damage, burglary, MV Crime and robbery. Each has a support/problem solving process, identifying contribution of different units on the Borough; • TIB is now fully staffed and the proportion of calls investigated by telephone has increased to around 40% of all reported crimes. 	
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Recommendation 6

That the BCU review its Daily Intelligence Meeting processes together with the range and volume of tactical options deployed so as to make them more dynamic, inclusive and impactful upon the range crime and ASB patterns. This should maximise stability and utilise the capacity of units established for proactivity.

Action taken by BCU	Measurable impact
<ul style="list-style-type: none"> • Trialling Tactical Planner allowing greater visibility around resourcing and deployment enabling the direction of conditionally deployable resources to areas of need; • DS reviews all priority crime. Structured review to ensure compliance to plan. Emphasis on gun enabled and robberies involving weapons; • Safer Neighbourhood analyst now in place. Partnership analyst also based in BIU enabling improved cross over of partnership information; • There are two dedicated PPO officers, one is attached to the Probation Service at Wandle Road and actively works with the PPOs. The other is an Intelligence Officer who works within the BIU at South Norwood and manages the intelligence process and intervention activity. In addition to this, the Borough Intelligence Manager Chairs the PPO panel and is the Vice Chair for the Strategic Policy Action Group (PAG); • Croydon now takes a robust approach 	<ul style="list-style-type: none"> • Staff considered the DMM and TTCG meetings to have greatly improved. They are described as being dynamic, well informed and focused. The TTCG now uses a tactical planner, the DSU is tasked and there is a growing intelligence culture; • The quality of tasking has improved as has the focus upon compliance; • The alignment of the UTU under the CID (Proactive) has been impactful, giving increased flexibility alongside their crime squad and PCU colleagues; • A comprehensive handing-over system is integrated with the DMM and helpfully provides timely updates on key issues.

<p>when dealing with PPO intervention and there are a number of key activities to ensure that this takes place. As a result of this approach a number of our PPOs have been actively worked on and in a number of cases have been breached and returned to Prison. The quality and quantity of daily tasking has increased and the UTU is now line managed alongside the BCU crime squad.</p>	
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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, R2 and R4 have been implemented. R3 was delayed due to awaiting receipt of the new MPS Equality Plan, but is now being progressed. R5 and R6 are ongoing with action in train to address the issues concerned.</p>
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<p>Has the remedial action/implementation plan led to demonstrable improvement?</p>	<p>Yes. The BCU has managed the change plan in a thoughtful, inclusive and properly coordinated way. The SMT are to be congratulated for their efforts to drive the process of change in a coordinated, prioritised and dynamic way. The BCU Commander has rightly been at the forefront of this work and his commitment to improve the BCU is unquestionable.</p> <p>The performance improvements derived from the BCU's implementation of the HMIC recommendations (alongside its own improvement activity) are now clearly evident. The SMT acknowledge that work continues to build upon these achievements and to achieve sustained success.</p> <p>Further gains can be made in the following areas of activity:</p> <ul style="list-style-type: none"> ➤ Building upon the excellent work to profile and address 'gangs' within the borough in concert with the LBC²; ➤ Extending the PPO scheme to incorporate those residing on SNT wards and establishing the ownership of tactical interventions with the relevant SNT; ➤ Extending the range of demand/resource management activity to become more cross-cutting in its nature and to drive forward this work through an action plan; ➤ To further develop the DIM³, so as to make it more inclusive of all operational units, more dynamic and to become the primary driver for short-term operational tasking.
<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>The BCU has achieved every performance outcome specified within the notional contract with the exception of residential burglary and vehicle crime sanction detection rates. Of these two categories, SD performance for both residential burglary and robbery is now improving (see table at para. 1.0 above).</p>
<p>Have any problems arisen since the Inspection that are likely to affect performance and merit further scrutiny by HMIC?</p>	<p>No.</p>

² London Borough of Croydon

³ Daily Intelligence Meeting

Re-inspection of Croydon BCU (12 Months) – Metropolitan Police Service
September 2007

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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John BAINBRIDGE
Chief Superintendent
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