

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

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

**BCU Inspection Conducted – October 2006**

**Follow-up Visit Conducted – September 2008**



## Follow up/monitoring Visits to Inspected BCUs

### Greenwich BOCU - Metropolitan Police Service

| Date of Inspection                              | Lead Inspector    | BCU Commander  | Date of monitoring visit     |
|---|-------------------|----------------|------------------------------|
| 30 <sup>th</sup> Oct – 3 <sup>rd</sup> Nov 2006 | C/Supt BAINBRIDGE | C/Supt JARRATT | 21-22 <sup>nd</sup> Sept '08 |

#### 1. Performance Information

| Performance Indicator                    | Previous Comparative Performance<br>(12 months to July 06) | Re-visit Inspection Performance<br>(12 months to July 08) | Change   | Notional Contract <sup>1</sup> | Direction |
|--|--|---|----------|--------------------------------|-----------|
| Recorded crime (TNO) Per/1000 Pop        | 135.87   | 136.38  | 0.37%    |                                | x         |
| Recorded crime (TNO) MSBCU position      | 10   | 10  | 0        | <8                             | N/C       |
| Recorded crime (TNO) SD rate             | 16.8%  | 23.2%   | 6.46 pp  |                                | √         |
| Recorded crime (TNO) SD MSBCU position   | 13   | 14  | -1       | <12                            | x         |
| Residential burglary Per/1000 Households | 19.29  | 23.24   | 20.47%   |                                | x         |
| Residential burglary MSBCU position      | 4  | 6   | -2       | <8                             | x         |
| Residential burglary SD rate             | 9.6%   | 9.2%  | -0.46 pp |                                | x         |
| Residential burglary SD MSBCU position   | 10   | 10  | 0        | <8                             | N/C       |
| Robbery Per/1000 Pop                     | 6.14   | 5.59  | -8.92%   |                                | √         |
| Robbery MSBCU position                   | 7  | 9   | -2       | <12                            | x         |
| Robbery SD rate                          | 9.1%   | 12.1%   | 2.98 pp  |                                | √         |
| Robbery SD MSBCU position                | 12   | 12  | 0        | <8                             | N/C       |
| Vehicle crime Per/1000 Pop               | 16.63  | 21.17   | 27.28%   |                                | √         |
| Vehicle crime MSBCU position             | 7  | 11  | -4       | <8                             | x         |
| Vehicle crime SD rate                    | 4.9%   | 4.7%  | -0.25 pp |                                | x         |
| Vehicle crime SD MSBCU position          | 11   | 10  | 1        | <12                            | √         |
| Violent crime Per/1000 Pop               | 41.99  | 39.39   | -6.19%   |                                | √         |
| Violent crime MSBCU position             | 10   | 10  | 0        | <8                             | N/C       |
| Violent crime SD rate                    | 22.2%  | 30.2%   | 8 pp     |                                | √         |
| Violent crime SD MSBCU position          | 11   | 10  | 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.

<sup>1</sup> 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 November 2006, C/Supt JARRATT took over as the substantive Borough Commander for Greenwich BOCU. In January and February 2007, two superintendents transferred from the borough. In April 2007, a new Superintendent (Operations) arrived and the Crime and Partnership posts continued to be filled by a seconded Superintendent (Crime) and by a temporary Superintendent (Partnership). In March 2008, the Superintendent (Crime) transferred from the borough and in August 2008 a chief inspector left to join SO15 Branch and was replaced by a Chief Inspector (Continuous Improvement). In April 2008, SMT responsibilities were reconfigured with the Superintendent (Operations) taking responsibility for both Crime and Operations. In August 2008, a second DCI joined the borough.
- 2.2 The borough's residential population of 223,100 is forecast to grow by 19% over the next decade compared with 7% for London as a whole. The transformation of the 'London Dome' into the new O2 centre has also brought an increased footfall of some 8m visitors per annum with associated increases in demand from the night-time economy.

**3. Inspection Recommendations**

| <b>Recommendation 1</b>   |                          |
|---|--------------------------|
| <p>That the BOCU Commander working with MPS senior line management (cluster commander) reviews the current senior command team in terms of skills, experience and leadership provided to the BOCU with the objective of creating a capable, cohesive and dynamic team with united vision. This will require creating.....</p> <ul style="list-style-type: none"> <li>• A senior command structure that needs to clearly reflect BOCU business and its priorities which should underpin an organisational structure that is fit for purpose, creating a consistent command chain and operating environment for BOCU staff;</li> <li>• Active and constructive engagement of <b>all</b> SMT members in strategic decision and policy-making, creating a leadership team that is franchised and committed.</li> <li>• Middle and junior leadership and management inclusion in key decision making, again creating engagement and commitment;</li> <li>• A range of formal and informal communication processes enabling consultation with staff in a meaningful and consistent way fostering engagement and promoting confidence.</li> <li>• A senior change manager to implement these recommendations and management considerations.</li> </ul> |                          |
| <b>Action taken by BCU</b>  | <b>Measurable impact</b> |

In consultation with the SE Link Commander a review of the SMT structure was conducted in November 2006 resulting in the current format.

A Superintendent now leads each of the three business groups. A further review took place in Feb 2008 to review how the current structure is working and consider potential changes towards improving management costs and another review is planned for early spring/late summer. Update 1.4.8: New structure, Superintendents, CID/OPS and Partnership. 2 DCIs – Public Protection and Serious Acquisitive Crime.

The BOCU Commander has bi-weekly meetings with his Superintendents. The monthly SMT meetings are now outcome focussed with a strong emphasis on performance management. Update: Supt meetings now weekly and cascaded down to all SMT.

The monthly Borough Management Meetings (Inspectors, Band D's and above) address the same strategic elements as the full SMT meeting, but with a view to gaining tactical insight and problem solving. The Chief Inspectors and Band C's also have quarterly meetings. All meetings have minutes and actions. As a result of these performance meetings the Continuous Improvement Unit (CIU) have commenced with one to one visits to all units and team leaders to check understanding of the performance data.

Inspectors, Sergeants and Band D managers have all undertaken training on Leadership, Coaching and Performance Management. BOCU Commander and head of CIU hold meetings with sergeants to discuss performance. Monthly Inspector's meetings have been replaced with bi-monthly meetings in response to feedback from the Inspectors.

A series of Continuous Improvement briefings for all staff commenced in September 2007, at which the Borough Commander set out his strategic vision on how policing can be improved for those people who live, work and visit the borough. These events provided an opportunity for all staff to actively engage with the Borough Commander and other SMT members, and to prioritise their suggestions with regard to the future direction and values of the borough. Every member of staff completed a survey that asked eight questions, ranging from the management style of the BOCU Commander

### **Strengths**

- The SMT were united in their sense of common purpose and felt empowered by the borough commander. This has been enabled by supportive work from the MPS LA Local Team;
- The borough commander's mantra of 'trust but verify' strikes the right balance between empowerment and accountability. This is a dynamic balance that needs to change with individuals and circumstances;
- Visibility of the SMT had notably improved and particularly that of the borough commander. Notwithstanding this, the purpose of their visibility needs to be made clear and practiced;
- Teams were considered by staff to be balanced in terms of skills, experience and diversity;
- The contract with AEG for the funding of staff at the O2 Centre is innovative and has helped alleviate pressure on limited BOCU resources. It has also enabled the borough to respond more effectively to this significant new demand;
- The borough has successfully negotiated partnership funding to resource 22 additional staff over 2 years to tackle gang-related criminality;
- Relations between the SMT and senior partners were considered to be strong;
- The Solutions Group is seen as an effective forum to engage a cross-section of the workforce to test and develop change management initiatives. This approach represents an excellent vehicle for change which underpins the ethos of continuous improvement;
- The borough newsletter is a professionally produced document that aids workforce communication.

### **AFIs**

- There is an absence of framework strategies and actions for specific aspects of BOCU business and for the HMIC recommendations made in the original inspection. This includes that for diversity and demand management;
- Staff compliance with key policies and requirements (e.g.; crime management and HOCR) remains a challenge that needs to be addressed proportionately and consistently;
- Staff recognition, whilst much improved for formal processes, needs to improve in the less formal sense. This will help develop a genuine 'thank-you' culture;
- Communication between the SMT and

to the quality of the location of the briefings.

To date the following practical improvements have occurred:

- Monthly open meetings with the Borough Commander.
- Review of Cannabis warnings procedure underway.
- Intranet page went live Jan 08.
- Shift pattern change to reflect increase workload.
- Training unit to provide input on the powers and responsibilities of PCSOs.
- ASBO coordinator in place;
- Problem Solving Advisor in place, commenced 24th Dec 2007
- Newsletter being produced in the New Year.
- SMT photo boards updated at all stations.
- Case Progression Unit now working 7 days a week.
- Drop keys for the tower blocks now obtained and available through IBO/response teams and Borough Task Force

In January 2008 the Borough meetings structure was reviewed to ensure there wasn't cross over of key SMT meetings to enhance communication flow.

As a result of the Continuous Improvement briefings a Solutions Group has been created. They have been empowered by the BOCU Commander to examine the themes and suggestions generated from the briefings and then implement any changes they see fit within the confines of law and budget.

The borough has also taken the opportunity to utilise support from the Leadership Academy (LA Local) team. They have provided not only personal development at SMT level but conducted a survey of all employees up to and including Inspectors. The results of this survey have also been fed into the working party to make them aware of the contents.

Since January 2008 staff are able, via the Intranet page, to ask anonymous questions of the SMT. An enhanced performance and review unit (Continuous Improvement Unit CIU), currently under the command of a Band C and Chief Inspector, is managing the implementation of these recommendations.

staff on key issues/changes required improvement. This was particularly so for direct communication with staff which could usefully be linked into the coordination of SMT visibility;

- Coaching and mentoring was not considered to be available;
- Within force policy, there was a specific need to provide a clear strategic (SMT) direction for the way the borough addresses domestic violence (notwithstanding the action plan currently being written) and neighbourhood policing;
- Staff felt that there could be more SMT encouragement to innovate and develop and that some good ideas didn't receive due consideration.

**Recommendation 2**

That the BOCU continues to develop its sanction detection improvement plan which should include ...

- The MPS equivalent plan from Operation Emerald and particularly those aspects that relate to custody suite activity and the reduction of outstanding trials older than 12 months;
- Bespoke minimum standards for primary and secondary investigations together with robust and consistent compliance monitoring and follow-up;
- The rapid progression of outstanding forensic dockets relating to priority and serious crime;
- Enhanced use of TICs and FPNDs;
- Continuing activity to gather intelligence and realise forensic opportunity that enhances intelligence gathering.
- Particular commitment to enhancing the detective capability and resilience within the Community Safety and Sapphire Units, areas of significant organisational risk and high volume workloads.
- Review of the current proactivity capability and distribution of resources, ensuring that resources are more efficiently focused and performance managed in relation to priority sanction detection levels.

**Action taken by BCU****Measurable impact**

A Detections Action Plan has been in place since the review. Regular Detections Stocktake meetings are held. The purpose of this meeting is to drive forward our systems and processes to enable each department to achieve their detection targets. As each department is dependent on the others it is essential departments are represented at a tactical level. Therefore attendance at this meeting is mandatory. The D/Superintendent manages these meetings. However, there are still gaps in the processes.

The CIU produce detailed Sanction Detection (SD) performance information on a daily, weekly and monthly basis down to team and individual level. Relevant SD performance expectations have been set for all operational units. Performance is an agenda item at the monthly SMT and BBM meetings.

A Police Staff AWT review conducted in April 07 saw a 10 % reduction in staff working in the Criminal Justice Unit (CJU). Nevertheless, a review of internal processes and realignment of workloads has meant performance has been maintained. The number of ineffectual trials stands at 22% against a target of 19%.

Since November 2006 the number of Impending Prosecutions has reduced from 4,000 in October 2006 to 1748 in December 2007, and has seen the number of those unjustified fall from 1,041 to 111, in percentage terms from 25.7% to 6.4%. SMT realignment has led to a new CJU manager taking over in November 07 and further investment in the form of a uniformed Inspector in February 2008 should provide greater resilience.

CRIS now supplies minimum standards for primary and secondary investigations on the DETS page. Failings are identified at the initial screening process. Furthermore, there is a mandatory seven-day supervision check that requires that all CRIS are supervised every seven days. The CIU produce weekly performance information, sent to all supervisors, highlighting entries, which haven't been supervised in the seven-day time frame.

A Docket squad was created to reduce the backlog of forensic dockets. The dockets are directed to the best-placed unit, e.g. Burglary Squad. The DS in charge, Andy Cotton, assigns them in order of priority to the borough's performance needs.

### **Strengths**

- Over the past 3-4 months, there is evidence of a tentative recovery in performance for many SD rates;
- A sanction detection (SD) improvement plan exists to coordinate and document all borough initiatives to improve SDs;
- The quality of primary investigations was audited by HMIC with 20 CRIS reports being scrutinised (five each for domestic burglary, robbery, domestic violence and violent crime). Results indicated a 90% compliance rate against MPS SOPs. Notwithstanding this, the chief inspectors estimated compliance to be at about 75% and wanted improvements;
- With the exception of those themes identified in the HOCR Peer Review, post-arrest SD activity (Op. Emerald) was generally considered to be robust;
- Staffing within the Sapphire team and Beat Crimes is now broadly proportionate to the workload relative to other MPS boroughs;
- A domestic violence (DV) action plan is currently being written and action is being taken to reduce the number of outstanding investigations with 'named suspects'.

### **AFIs**

- Allied to comments under R6 (below), the DMM needs to exercise a robust and properly coordinated scrutiny role for the quality of primary and secondary investigations;
- A peer review of HOCR compliance was recently completed and overseen by HMIC. This revealed a number of AFIs that require action (e.g.; missing case files and use of proforma and gravity factors in custody decision-making);
- CCTV tapes that are potentially relevant to investigations are not being routinely viewed due to an absence of dedicated staff and equipment to do so. This lends itself to the deployment of restricted/recuperative staff and needs to be addressed to ensure SD opportunities are seized;
- Whilst the detections officer is making a very positive impact, the role requires increased resilience as there is currently a nine week backlog of work;

There are two officers now specialising in obtaining TICs. The permanent custody team have been tasked to recognise TIC opportunities. Referrals to the DSU and the number of Sec 18 PACE searches conducted (measured against opportunities to search) are now measured. There has been an increase use of TICs. 05/06 105, 06/07 177 and 07/08 currently at 208. In addition the CMU has assisted other BOCU to obtain 30 TICs. The unit has given training to the TSG in order to increase performance by ensuring non BOCU units are aware of the protocol to claim TICs.

Systems and processes reviewed autumn/winter 2006 resulting in improved structure and performance. In September 2008 borough-briefing slides were published and distributed outlining Forensic Opportunities. A new Deployment Protocol for local Scene Examiners was produced in January 2008 to coincide with the introduction of the SCD4 Central Operations Office. During the current reporting year, (Apr-Nov) Greenwich has been the best performing borough with regard to realising forensic opportunities leading to sanction detections across the four measured crimes of Burglary (residential and non-residential) and Vehicle crime (Theft of and theft from).

The CSU now has more SOIT trained officers. A full skills audit/profile has been carried out for the Borough, but vulnerability around lack of detective/investigative skills still exists. To help address this, rotation of TDCs now occurs to develop investigative skills.

Two Dedicated Detection Managers have been in post since January 2007. The Crime review delivered the following changes:

- Realignment of proactive crime team – Nov 06
- Creation of Docket Squad/production Team (1& 4) within Crime Squad – Jan 07
- Dedicated Detections Officers in place – Jan 07
- Revamped Dedicated Source Unit - bottom for 4-5 year now mid table.
- 2 weekly DCI/BFM/D. Supt meetings
- Beat Crimes Unit revamped – new supervisors – developing into a training ground for investigators. Although recent realignment of the Response Teams has meant the unit has lost three officers;
- Review & revamped BIU;
- VIIDO in place January 2008.

- Notwithstanding recent improvements, there remains scope to increase the number of TICs with the adoption of a more structured approach to aid their identification across the borough;
- General staff awareness of sanction detections and their composition required improvement;
- There is evidence of delays in vehicle crimes reaching IdOs for forensic action due to such crimes not being fast-tracked through the IBO and TIB;
- Whilst forensic performance is generally good, there remain concerns that the application of burglary sole response may lead to missed detections due to the absence of trained investigators at the scene of such crimes.



**Recommendation 3**

That the BOCU revisits and refreshes its own Diversity Action Plan ensuring that it 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 progressed in consultation with the REC, IAG members and other key partners and should incorporate a strong internal focus and be specifically owned by a member of the SMT or with SMT leads for specific themes, accountable to the BOCU Commander.

| <b>Action taken by BCU</b>  | <b>Measurable impact</b>   |
|---|--|
| <p>Considerable Borough activity and energy has been focussed on external diversity groups.</p> <p>Internally, the Borough has now begun to reflect on the findings and suggestions raised at the Continuous Improvement Briefings. The result has been the formation of a working party, which reflects the diversity of the Borough workforce. Furthermore an internal advisory group has been formed, which will consider the impact of the Borough's policing ethos with regard to diversity. The first meeting was held on 11<sup>th</sup> January 2008. Chief Inspector's Weaver and Lewis lead on this topic.</p> <p>The link between internal and external groups is managed by Chief Inspector Partnership who sits on all groups.</p> <p>The Independent Advisory Group (IAG) has been reviewed and revitalised by the introduction of new members who now provide more cohesive and objective advice.</p> <p>The group now appropriately reflects the communities in Greenwich. Applicants compile a CV outlining their life skills and experiences, which can then be drawn on for specific reasons if necessary. The IAG has assisted several Gold groups. These had lead to practical implications around detainee safety in custody – learning from a recent death in custody. There is now a 24/7 dedicated team that commenced in Nov 2007. A core of permanent staff are augmented by regular rotation of staff to promulgate learning. The IAG have also been given a presentation on use of Taser and a tour of the O2.</p> <p>The Borough Commander has invested personal responsibility in convening a new Community Consultative Group. This group, made up of Ward Panel chairs, Council, IAG and Police meet on a bi-monthly basis. The Chair will be elected from the Ward panel representatives once it is fully convened.</p> | <p><b>Strengths</b></p> <ul style="list-style-type: none"><li>• The borough has established an Equalities Action Group (with sub-committees such as the LGBT forum) to progress key diversity activity on the borough;</li><li>• SMT leads have been identified for the internal and external aspects of the diversity strategy;</li><li>• The borough commander has reviewed the composition of the IAG with the inclusion of new members who better reflect the community of Greenwich;</li><li>• Staff reported that the SMT were generally receptive to requests for flexible working, part-time working and job-sharing.</li></ul> <p><b>AFIs</b></p> <ul style="list-style-type: none"><li>• There is no over-arching borough diversity strategy and associated action plan that reflects the six core strands of the MPS Race and Diversity Strategy. This will provide the EAG with a clear focus for its activity;</li><li>• Allied to the construction of a diversity strategy and action plan is the need to consult the Greenwich REC and IAG in the process. This has yet to occur.</li></ul> |

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| <p>200 officers have attended the local Mosque to be given an insight into the faith. Eventually all members of staff will attend. The Imam and a member of the Mosque Management Committee have also attended a Continuous Improvement briefing.</p> <p>In order to assist the MPS and Greenwich to have a more representative workforce the Partnership Team have began a PCSO recruitment drive at the Mosque. In particular, Somali youths are being identified with the intention that they can be mentored through the process.</p> <p>An Equality Impact Assessment (EIA) was conducted prior to the Police staff review conducted in April 2007 and another will be conducted when the shift review takes place in May 08. To assist this and to provide personal learning Supt Mitchell will attend a course on how to complete EIAs.</p> |  |
|--|--|

| <b>Recommendation 4</b>  |                          |
|--|--------------------------|
| <p>That the BOCU reviews its performance management arrangements to create a comprehensive framework that encompasses the range of performance requirements as well as BCS delivery and maximises accountability for performance against priorities at every level of the BOCU in a timely and meaningful manner. The framework should be supported by a management structure that creates clear accountability among leaders and managers at every level of the BOCU and be supported by a consistent system of monitoring and review both at an individual and team basis. This should be supported by a MMR that comprises a minimal number of relevant core indicators of success for each unit/team and variable themes each month to test other issues of concern or 'mission critical' matters such as Critical Incident Management or Missing Person investigations.</p> |                          |
| <b>Action taken by BCU</b>   | <b>Measurable impact</b> |

Following the appointment in November 2006 of a Band C post to lead the Quality, Performance and Review Unit, a considerable amount of work has been undertaken to develop an effective performance management framework for the Borough. We have moved from a situation where very little performance information was available to line managers to one where, since 1<sup>st</sup> April 2007, a considerable amount of statistical analysis, in key performance areas, is undertaken on a weekly and monthly basis. The unit name was changed to the Continuous Improvement Unit (CIU) in June 2007 to better reflect its role in supporting the Borough in delivering its aims and objectives via the ongoing development of meaningful performance data, and its input at, and facilitation of the Borough Commander's Continuous Improvement Briefings.

The Borough has further reviewed its performance management framework. Advice and assistance has sought outside the BOCU. A change consultant from TPHQ has been involved in reviewing our performance framework. We have also considered the performance framework from Specialist Operations who presented their system to the CIU management team and DCI Specialist Operations, who is an experienced change manager with previous involvement in the Continuous Improvement review at SO.

The CIU's focus has been on providing timely data, on a team and individual basis, for line managers on a number of key PI's, which facilitate the Boroughs delivery against BCS crime reduction and sanction detection targets. The information is produced and stored in an electronic format that is available to all members of the Borough. Levels of team and individual performance have been set and measured on a monthly basis.

A continuous Improvement/performance Framework and Inspection timetable is being developed and will commence implementation in April 2008. The methodology, based on the HMIC GL3 process, has been discussed with, and is supported by TPHQ and the MPS Inspectorate (in conjunction with their work to support QAOs). Performance at Borough, Team and individual level is discussed in detail at SMT and Borough Management Team (BMT) meetings. These performance meetings are linked with planning, our

### **Strengths**

- The borough commander holds bi-monthly performance meetings with the SMT. These are complimented by regular meetings between chief inspectors and inspectors and between inspectors, sergeants and constables;
- To compliment the above process, the borough commander also holds regular 'reality check' meetings with sergeants and constables;
- Team based performance indicators are in place and incorporated within an evolving Monthly Performance Report. These have been negotiated with the SMT leads for each portfolio;
- Performance has been linked with training and development requirements with a recent example being that identified for domestic violence (F124D);

### **AFIs**

- Both superintendents need to be more directly engaged in the core performance management framework. They have a role to play in promoting performance management through their chief inspectors and to staff within their respective commands;
- Whilst performance management does occur between inspectors, sergeants and constables (and police staff equivalents), this occurs inconsistently. It would benefit from use of a generic agenda with action sheets filed on a shared drive;
- The overall purpose, outcomes and key indicators for SNT activity are not widely understood by staff on SNTs;
- Several key indicators are absent from team-based indicators such as that for intelligence (incorporating a qualitative measure), the Belmarsh Team, the IBO and for problem solving initiatives (F302 and F303 volumes);
- There is no inspection and audit capability on the borough albeit this is being addressed in the approaching months.

priorities, resources & finance, HR issues, training, NIM and taskings by means of monthly updates from business group leads at the meetings.

Chief Inspectors now hold monthly performance meetings with their Inspectors who then cascade that process down to team, and where necessary, individual level. Since January 2008, the CIU Chief Inspector and Band C have attended these meetings to facilitate an understanding at all levels of how performance data is captured and analysed and how each element of Borough business is linked to performance delivery. These meetings will form the basis of the internal Inspection and Review timetable.

The MMR focuses on Borough performance as a whole, supported by information down to team and individual level on key PIs. The focus at BMT meetings is on delivery against BCS crime reduction and SD targets, how each area of Borough Business contributes, and how improvements can be achieved.

Operational learning reviews have also been conducted in relation to critical incident management, the initial police response to recent murders and the disorder at the O2 Arena after the Rugby World Cup Final 24.10.07.

The Borough's investigation of priority crime has been the subject of review, and a 'good housekeeping' review of Finance and HR processes was carried out in July 2007. Staff from the SO2 Continuous Improvement Unit completed the Good Housekeeping Inspection across Greenwich Borough. This inspection was conducted at the request of the Borough Commander. The areas under examination were finance and resources, human resources and operational planning. The Continuous Improvement Unit provided co-ordination of the inspection. The review provided the Borough Commander with an independent assessment of the current situation, strengths, areas for improvement and noted good practice in the areas examined. The AFIs were developed into an action plan, which has been implemented.

#### **Recommendation 5**

That the BOCU 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 and appropriate adjustment of CSU, CID Reactive, Sapphire and CCU workloads (the last should include creating a premium service being provided for priority

| <p>crimes) and establishment levels;</p> <ul style="list-style-type: none"> <li>• A review of the necessity for the current crime squad size and focus on BCS crime reduction versus potentially more effective deployment onto priority crimes detection;</li> <li>• Analysis work on repeat calls/crimes with problem solving interventions;</li> <li>• Increased use of telephone investigation.</li> </ul>   |  |
|--|--|
| Action taken by BCU  | Measurable impact  |
| <p>Against a backcloth of the worst rise in motor vehicle crime for any London borough and a considerable rise in burglary allegations, officers and staff have continued to meet the challenge of the ever-growing complexity of policing our Borough.</p> <p>In the O2 Arena we now not only have to deliver the policing requirements of a new 'iconic site' and 'crowded place' as determined by counter-terrorism attack methodology, but also recognise that this venue is now considered to be the most successful concert venue in the world. Our efforts to attract the appropriate funding streams and thereafter deliver the required level and style of policing have been favourably commented upon by the visiting public, our partners and TPHQ. A recent article in the London Evening Standard has stated that the O<sub>2</sub> is the most popular entertainment venue in the world; this has been based on ticket sales. Bearing in mind the estimated number of visitors to date, the number of offences is, quite possibly, well below predicted levels. The cooperation between O<sub>2</sub> security staff, the dedicated O<sub>2</sub> Police team and Greenwich Borough Council Enforcement teams would appear to have had a positive impact on crime and public safety within the zoned areas of the O<sub>2</sub>.</p> <p>The borough has had to deal with a very noticeable rise in gang related violent crime and gun enabled crime. Such crimes can have a considerable effect upon the fear of crime and our efforts to arrest and bring to justice those who in many cases consider themselves to be beyond the law has been exemplary. Timely response and ruthless investigative follow up to such incidents as those at Woolwich Town Centre, Kams Convenience Store and Fiveways have already seen substantial sentences being imposed upon pleas of guilty. The BOCU hopes that this work has now set the standard of delivery and team interaction that we should be achieving on an everyday basis.</p> <p>We are policing an ever-growing population and one, which is based on a widening range</p> | <p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Following a review, the establishment level for the robbery squad has been reduced to 12 officers from 24. This is commensurate with demand and has released proactive capacity;</li> <li>• In January 2008, after staff consultation and a vote, the borough implemented changes to its core uniformed team shift pattern moving from a five to a four-team system. This followed an analysis of I call demand and response times over the 24/7 period;</li> <li>• There are 'message car' deployments that incorporate risk assessed single-crewing;</li> <li>• The borough has a growing Community Volunteer Scheme and Voluntary Cadet Corps (VCC) that is actively deployed under a newly appointed manager;</li> <li>• The borough has completed a detailed review of police staff allocation against increased demand from a growing community. This report is currently with TPHQ for consideration;</li> <li>• There is a core group of 6-8 MSC officers who regularly undertake football duties thereby alleviating pressure on resources.</li> </ul> <p><b>AFIs</b></p> <ul style="list-style-type: none"> <li>• There is no over-arching demand management strategy and action plan, SMT lead and outcome measure(s) in place to coordinate the implementation of this recommendation;</li> <li>• Whilst the shift pattern review incorporated an analysis of I call demand and response times, it did not apparently examine other types of demand (e.g.; 'S' calls and aid abstractions). Staff workloads were not benchmarked with other MPS boroughs in the MSBCU to help set <u>variable</u> (i.e. different over the 24/7 cycle instead of the current constant level of 22 officers) minimum and optimum strengths and establishment levels for core teams. This analysis needs to form part of a further review in the months ahead;</li> <li>• The level of crimes investigated by telephone is reportedly 34.7% compared</li> </ul> |

of ethnic and religious backgrounds. Our efforts to ensure that people new to living and working in the Borough understand the legal expectations of them will be critical to underpinning our future relationship with them. In this vein, we are taking every opportunity to interact with them.

The borough must seek to build upon its success against robbery and gang related violence. However, through no lack of effort it has been unable to proactively target those core gang members who control, co-ordinate and influence a disproportionate amount of the drug dealing and related violence across the Borough. Under the Five Borough 'Alliance' the Greenwich BOCU will continue to monitor best practice and seek to influence the way forward. In this vein and recognising that as a result of their increasing work SCD are unable to continually provide the support required, the borough has sought funding and accommodation opportunities with partners and the private sector in order to introduce a Unit that can specifically target those who at this time are out of our reach. LBG has now agreed to provide considerable funding over a two-year period. The borough now awaits the response of private sector partners in mid-January.

A complete review on how the Borough responds to policing demands has been conducted. This included examining best practice from other BOCU's, (Harrow and Bexley) to consider alternative shift patterns. The result has been the formation of a new shift pattern and restructuring of the response teams that commenced on 14.1.8. A suggestion from one of the Continuous Improvement briefings was to seek advice from Cleveland and GMP. It was believed that their Duty Inspectors had total control of uniform and CID deployment. However, neither Force was able to assist.

Crime Management review was carried out in Autumn 2006. Meetings between the Detective Superintendent and her Detective Chief Inspectors resulted in realignment of responsibilities and a fundamental change in how we responded to these crime types. Under the auspices of "Business as Usual", weekly management meetings between these three ensured that tactical changes were monitored.

The above review also culminated in the disbanding of the crime squad and the formation of a Robbery and Burglary squad in

with some boroughs that approach 50%, which leave scope for increases without prejudice to sanction detection performance;

- Within MPS policy, SNTs were not actively tasked and there was ambiguity over which aspects of conditional deployment policy were adopted by and applicable to the borough;
- At the time of inspection, the borough had 49 officers on recuperative and restricted duties which is higher than comparable boroughs recently inspected;
- The MSC required invigorating and mainstreaming within the borough workforce and their deployment. Some 60 MSC were shown at Greenwich and yet only 26 were apparently active;
- The Belmarsh Team were not proactively utilised to maximum effect for the benefit of the whole borough;
- There was little evidence of problem solving interventions being applied to repeat CAD calls by SNT staff;
- There is an unacceptably high level of repeat victims for domestic violence that require a graduated and proactive resolution in accordance with MPS policy.

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| <p>order to effectively manage and respond to these priority crimes.</p> <p>A key strand of the NIM process is analysis. The decisions within the Strategic Assessment and BCTG are analysis driven. In addition to the reviews there has been changes in the operational policing environment as a result of opening of the O2. SO15 conducted an inspection of our Counter Terrorism response. We were rated above average.</p> <p>Thamesmead SNT has a Joint Action Group, which consists of representatives from Gallions Housing Association, Trust Thamesmead, Tilfen Land, LBG Community Safety Unit, LBG ASB, LBG Enforcement Team, LBG Abandoned Vehicles Team, LBG Youth Services. These people form the core of the group, but other representatives from other groups, e.g. DAAT are invited as and when necessary. The group meets monthly and discuss and take forward each of the NHP identified priorities.</p> <p>Two tabletop exercises have also been conducted with partners, Belmarsh HMP and the Army at Woolwich barracks. Operational learning reviews conducted in conjunction with the "Responding Safely Together" team has led to the implementation of agreed action plan.</p> |  |
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| <b>Recommendation 6</b>  |   |
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| <p>That the BOCU review and simplify its tasking and co-coordinating processes together with the range and volume of tactical options deployed so as to make them more dynamic, inclusive and impactful upon the crime range. The BOCU should also work to develop a coherent and simplified SNT/Problem Solving tasking process that is complimented and operates in tandem with the crime tasking process. Community priorities should also be included within the BOCU Strategic Assessment and Control Strategy affording them BOCU priority and focus. This should create tasking consistency and utilise the capacity of units established for proactivity as well as more effectively task SNT resources.</p> |   |
| <b>Action taken by BCU</b>   | <b>Measurable impact</b>  |
| <p>Borough focus was on trying to achieve compliance with this recommendation by the means of minor internal reviews and frequent changes to the tasking process. This method has not delivered the success that was initially expected. Therefore, a 'root and branch' review has been conducted and a new tasking regime, with built in accountability and in support of the new response team structure, has been introduced.</p> <p>A strategic review and associated action plan</p>  | <p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Key NIM products are generated by the BIU such as subject profiles, problem profiles, tactical assessments and strategic assessments;</li> <li>• There is some evidence of borough priorities being linked to those for SNTs where applicable;</li> <li>• The BIU has completed some progressive work in its profiling of 'gangs' (OCGs) within the borough. The primary OCG has been full mapped with agreed interventions. It was recently identified</li> </ul> |

of BIU management were completed in January 2008. A fundamental change was the manner in which the tasking process is developed. All operational units are required to produce a two-week predictive calendar, which goes to the BCTG to indicate their availability. Analysis is delivered at the FIM with taskings discussed the next day at BCTG. The newly appointed Problem Solving Advisor attends PSP partnership and BCTG meetings to ensure that the tasking process supports the PSP tasking and coordination process.

Community priorities are now embedded within the Strategic Assessment and Control Strategy. Tasking for SNTs is controlled via both the PSP meeting and BCTG meeting and the attendance of the Problem Solving Advisor at both meetings ensures deployments do not contradict priorities.

as one of the top 50 OCGs in the MPS. The borough has attracted some £2.2m of partnership funding over two years to support this work;

#### **AFIs**

- The inspection team observed the DIM and DMM meetings. There was a need to clarify the purpose of each meeting so that both are complimentary to each other. The DIM needs to become a dynamic tactical review of intelligence to identify proactive opportunities over the next 24 hours. Conversely, the DMM should be a management meeting taking an overview of critical incidents, compliance and risk issues and key corporate developments;
- The actions from the BCTG meeting have been reviewed and the meeting requires a more structured and inclusive approach to ensure that key themes are considered and reflected in actions. These include forensics, PPO actions, warrants, PATPs, issues for Level 2, updates from community tasking (F302s, etc), resource capacity and gang (OCG) updates;
- Tasking is limited based upon a BIU perception that there are inadequate staff to task. Whilst there are obvious links with R5 above, there is capacity for proactive tasking and compliance with submitting tasking needs to be improved;
- At the time of inspection there were only 25 open problem-solving initiatives for 18 wards. This is low considering each ward will have identified three priorities and the potential for other problem solving interventions (e.g.; tackling repeat calls);
- Work to address PPOs does not have a high profile on the borough with some 14 individuals on the scheme and little 'churn'. This requires re-energising with clear responsibility for tactical interventions and the potential introduction of a second tier of PPOs that could become the responsibility of SNTs;
- Whilst the PSP Tasking meeting is now established, there remains scope to ensure that it is more dynamically linked to the work of SNTs and the BCTG.



#### 4. Monitoring assessment and follow-up action

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| <p>Have all recommendations been accepted and acted upon?</p>  | <p>All recommendations accepted. Progress towards their implementation has been delayed due to the need to address key leadership issues amongst the SMT which resulted in fractured professional relationships.</p> <p>To the credit of the BOCU Commander, who has demonstrated considerable resilience, these challenges have now been largely overcome with a more unified SMT working together in the right direction. Nevertheless and as a direct consequence, progress against the recommendations has been delayed with meaningful change (and results) only starting to materialise over the past 3-4 months. All six HMIC recommendations have therefore only been partially discharged.</p> |
| <p>Has the remedial action/implementation plan led to demonstrable improvement?</p>  | <p>Only partially. As stated above, concerted management action and improved results has become evident over the past 3-4 months.</p> <p>The SMT must now work hard to build upon the 'green shoots' of recovery that are starting to emerge (particularly for sanction detections) and robustly implement all the HMIC recommendations and the AFIs detailed above. This will help position the BOCU for the challenging fiscal climate in the MPS from 2009/10 onwards.</p>   |
| <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>Only four of the ten specified notional contract outcomes have been met (MSBCU position for residential burglary and robbery reduction and vehicle and violent crime SD rates).</p> <p>A detailed summary is set out in Section 1 within this report.</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>  |
| <p>Other than notification of monitoring outcome to regional office (lead staff officer), is any further action required by HMIC Inspection team – eg, contact with PCSD?</p>                          | <p>Yes – a further HMIC revisit is to be conducted within the next 8-9 months and quarterly monitoring updates are to be provided to HMIC by the borough.</p>   |

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