

HM Inspectorate of Constabulary London and the BTP Office

Inspection of Newham BCU Metropolitan Police Service (MPS)

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¹ Basic Command Unit

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1. Executive Summary

- 1.1 Newham is a large semi-inner borough, positioned in the North-East of London that comprises a mix of policing challenges, which go significantly beyond that of tackling volume crime. The BCU has an establishment of 949 staff and a total annual budget of £39.1m. It has policing responsibility for West Ham Football Club and the EXCEL Exhibition Centre whilst also being the borough that will host much of the Olympics in 2012, the construction and preparatory work for which has already commenced.
- 1.2 The London Borough of Newham is also one of the most richly diverse London boroughs with 60.6% of the residential population being non-white² and with 24.3% declaring themselves as holding the Muslim faith, which is notably higher than the national average of just 3%. The BCU's strength in the way it addresses issues of diversity (see paras. 6.4 and 6.20 below) and its key individual networks formed within its Safer Neighbourhood Teams and the highly active Independent Advisory Group (see 'potential good practice' at para. 1.8 below) are therefore greatly reassuring. These strengths were recently exemplified by the way the BCU managed the community impact issues in the wake of the Forest Gate shooting incident.
- 1.3 The BCU Commander is an experienced Chief Superintendent with some 27 years service in the MPS and with a strong event and public order policing credentials. At superintendent level, his command team is relatively new with all three having arrived within six months prior to the inspection. This clearly presents new opportunities to improve overall BCU performance through a fresh look at key systems and processes, with a newfound energy and determination to deliver.
- 1.4 Performance at Newham BCU over the past three years has nevertheless remained challenging. In terms of crime reduction, it has under-performed its MSBCU average over both the past year and three years for residential burglary, robbery, vehicle crime and total notifiable offences (TNOs). Performance against all reduction categories (i.e.; including violent crime) was significantly below the MSBCU in 2005/06 and all categories were in the bottom quartile and this is set against significant reductions in all categories in 2004/05. Performance against sanction detections paints a broadly similar picture with only vehicle crime being above average over three years. Again, every category of sanction detection performance was in the bottom quartile. Clearly performance in 2005/06 has been particularly challenging, even when taken in the context of last year's budgetary constraints from which both Safer Neighbourhoods and the new Integrated Borough Operations (IBO) unit were resourced. Indeed, the fact that every category of Newham's performance sits within the bottom quartile of its MSBCU group, recent declines in performance in all categories except one (robbery reduction) and its under-performance over the past three years, indicates a pressing need to review and significantly improve upon many fundamental BCU business processes.
- 1.5 The HMIC inspection has been instructive in the identification of these key 'processes':
- performance management;
 - sanction detection improvement;
 - mainstreaming safer neighbourhoods; and
 - the development of a proactive capacity through improved demand/resource

² Source: ONS; 2001 National Census

management.

These themes require a fundamental review within the terms described under each recommendation and robust implementation of the emergent policy/action. This must be done with a new sense of staff inclusion whereby new ideas are consulted, tested and implemented with genuine staff involvement, thereby achieving the necessary ownership required for success.

- 1.6 To its credit, the BCU has recently demonstrated early signs of responding to this challenge and the inspection team encountered many strengths being delivered by dedicated and committed staff and partners alike. However, much more remains to be done. With the recent changes to the SMT, a more inclusive approach to change management and a clear focus upon what action is required, Newham BCU has the capability to respond to this challenge and significantly raise its overall MSBCU performance, whilst retaining its many strengths. The inspection team is confident that the SMT has the necessary commitment and leadership skills to deliver the performance shift it and people of Newham seek and rightly deserve.

Recommendations and Good Practice

- 1.7 The inspection team has made the following recommendations that should contribute to the drive for continuous improvement displayed by the BCU. There are also various suggestions that the SMT may wish to consider contained within the '*What We Found*' section of the report (in bold type), mainly from data gathered by the inspection team or from BCU staff participating in focus groups or interviews.

Performance Management

Recommendation (1): That the BCU builds upon its emerging performance management framework by reference to the national document entitled 'Managing Police Performance':

- Creating a simplified set of performance measures that best reflect the core activities of each unit/team in support of the BCU priorities;
- Constructing a BCU and three separate Departmental performance packs that can be used as a primary reference point for discussion at monthly meetings;
- Prescribing the frequency and framework for performance management meetings held below inspector level and police staff equivalent;
- Further development of a performance culture across every part of the BCU.

Sanction Detections

Recommendation (2): That the BCU, under the appropriate SMT lead, creates and implements a sanction detection improvement plan that includes:

- The key initiatives in this area as detailed by the MPS Operation Emerald;
- The improvement of primary investigations through publication of bespoke minimum standards for each priority crime and robust auditing to measure compliance with the same;
- Action to specifically improve the number of sanction detections achieved through TICs and FPNDs;

Consultation & Inclusion

Recommendation (3): In consultation with staff associations, that the SMT improves and builds upon existing mechanisms (e.g. 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.

Mainstreaming Safer Neighbourhoods & Problem Solving

Recommendation (4): That the BCU strongly promotes the purpose and remit of its Safer Neighbourhood Teams both internally and externally and, in line with the MPS strategy, mainstreams their activity with all other aspects of BCU business. Action taken to achieve this needs to include:

- Reviewing the structure within which the SNTs and JRT operate;
- Ensuring that the Joint Resources Group (JRG) become the sole conduit for the commission, oversight and review of all problem-solving initiatives;
- Providing problem-solving training for all SNT and JRT staff;
- Increasing joint analytical work between staff on the BIU Safer Neighbourhoods Desk and those engaged in analysis within the partnership.

Developing Proactive Capacity

Recommendation (5): 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:

- A review of the process for handling crime from the initial investigation through to disposal and work undertaken by all units involved in the investigation of crime and particularly the TIB, CPU and generic investigative teams;
- Explore ways to address the significant abstraction from core teams to backfill posts ordinarily undertaken by members of police staff;
- Further promotion of the Volunteers Scheme and Special Constabulary;
- Increased sponsorship, income generation and cost recovery activity within MPS policy;
- A review of the BCU organisational structure so as to address any anomalies that exist and to ensure that form follows function in terms of responsibilities.

1.8 The inspection team also acknowledges the following areas of good practice:

- The Community Volunteers Initiative and Training Package;
- Key Individuals Networks within SNTs, IAG and beyond;
- The new BCU Probationer Development Programme.

2. Introduction

- 2.1 Basic command units (BCUs) are a fundamental building block in the delivery of policing services. Aligned to communities, BCUs represent the local interface with the public and are therefore highly influential in the police service's aims to reduce crime and disorder, and to increase community confidence. BCUs vary in size and composition according to the areas they police. All share responsibility for the delivery of the national community safety plan as it affects them and, with Crime and Disorder Reduction Partnership (CDRP) colleagues, the delivery of the local community safety strategy (CSS) priorities. As such, individual BCUs will continue to be subject to increasing scrutiny of performance from both Government and local communities.
- 2.2 The range in performance outcomes between BCUs presents an opportunity to continuously improve and to maximise the efficiency and effectiveness of this tier of policing. A key ingredient of successful BCUs remains *focus* with the most successful being those that maximise focus through effective leadership at every level. They will also have a performance management framework that strikes the right balance between holding individuals to account, and providing support for those in most need. The NIM will be fully embedded and mainstreamed throughout the BCU, driving all types of proactive intervention through the systematic and skilled interpretation of intelligence. Successful BCUs will also have a thorough appreciation and desire to meet the needs, wishes and expectations of their primary customer - the communities they police.
- 2.3 Following a five year rolling programme of BCU inspections, HMIC has since moved to a more intelligence-led approach whereby only a small number of BCUs are selected for inspection. This follows an examination of their relative performance within their MSBCU group, together with a detailed review of their self-assessment, which was completed by a selection of BCUs as an integral part of the wider Baseline Assessment process. All BCU inspections are now directly aligned to the Baseline Assessment frameworks and police performance assessment framework (PPAF) domains, and evidence gathered at the BCU tier can easily be used to help assess overall force performance.

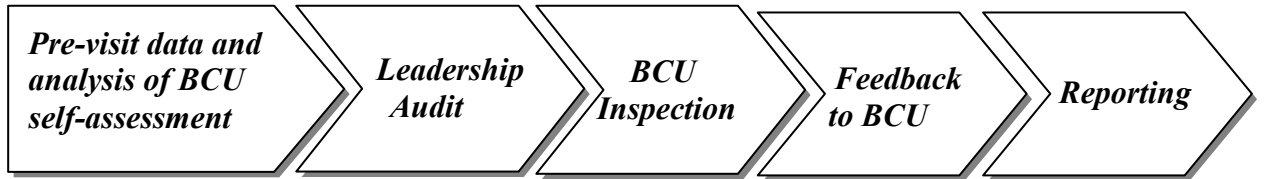
Box A – Aims of BCU Inspections

- **Promoting effective leadership.**
- **Disseminating good practice.**
- **Identifying inefficiencies.**
- **Providing pointers to enhance performance.**
- **Strengthening the capacity for self-improvement.**
- **Leaving behind a BCU management team that has learnt about itself and is even more committed to self-improvement.**

- 2.4 The Inspection of Newham BCU in the Metropolitan Police Service was conducted between 31st July and 4th August 2006. This report sets out the inspection findings, highlighting areas of good practice and making recommendations for improvement where appropriate. Her Majesty's Inspector thanks the officers and staff of Newham BCU for the co-operation and assistance provided to members of the inspection team.

Methodology

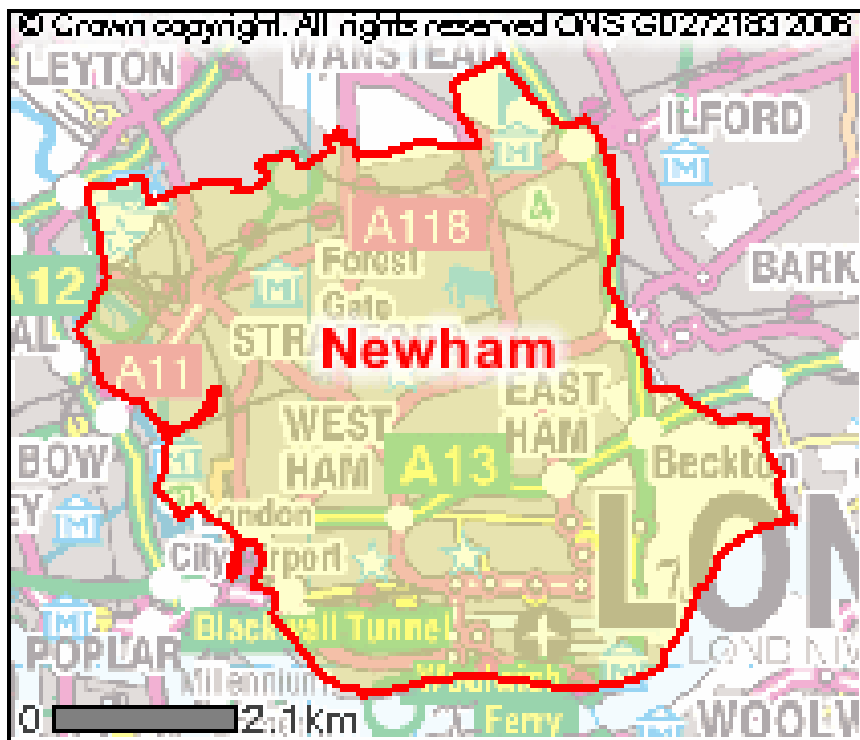
2.5 The Inspection of Newham BCU consisted of the following core stages:



2.6 During the Inspection, a total of 25 structured interviews and focus groups were conducted, involving over 120 individuals. Other staff members and partnership agency representatives were interviewed during the two visits to workplace settings. Representatives from the Newham Crime and Disorder Reduction Partnership and the Independent Advisory Group (IAG) were also consulted in the course of the inspection. A BCU leadership audit was also conducted within the BCU.

3. The Force/Constabulary Context

- 3.1 The Metropolitan Police Service (MPS) is the largest and most complex police organisation in England and Wales. It comprises 32 borough-based operational command units, sharing coterminous boundaries with the London Boroughs. The service is responsible for policing 620 square miles, with a residential population of over 7.3m (3.2m households) and also deals with the impact generated by an additional daily influx of approximately 5.5m visitors and workers. The MPS delivers a range of international, national and capital city services, as well as local service delivery across the 32 territorial boroughs. In terms of staff numbers, the MPS is approximately three times larger than the next largest force and its annual budget accounts for approximately 24% of the total bill for police services in England and Wales.
- 3.2 Newham BCU is located within North London and the Metropolitan Police District (MPD), forming part of the North East Link Group.



4. The BCU Context – Newham

- 4.1 Newham is a London Borough situated on the east side of the capital city and just three miles from the City of London. Newham takes in much of London's revitalised Docklands, including City Airport, the ExCel international exhibition centre and luxury homes overlooking the Thames. The ExCel centre has developed into a major exhibition centre and has hosted the International Car Show and Boat Show this year as well as major sporting events, including international boxing and the London Triathlon.
- 4.2 The borough is at the centre of London's plans for the 2012 Olympic games. The Games will see an 80,000-seater stadium built in Stratford - which will also be at the heart of a prestigious new development, Stratford City, comprising 4,500 new homes, nearly half a million square metres of office space, hotels, schools and a shopping centre to rival any in the country. The opening of the Channel Tunnel Rail Link International Station at Stratford will also result in a significant rise in the number of persons visiting Stratford. The regeneration of this area will see a large influx of workers into the Borough over the next 6 years. Canning Town and West Ham are also subject to major regeneration schemes.
- 4.3 Newham has the youngest and most diverse population in the UK. Over 40% of the 254,000 people in Newham are under 25 years old and more than 100 languages are spoken locally - from Albanian to Zhuang. However, Newham is also the 11th most deprived area nationally out of 354 regions. The borough is an exciting area rich in culture, flavour and atmosphere. There is great pride in the borough's ability to fuse all the many communities with the traditional East End values of warmth, friendliness and community spirit. Throughout the year there are many events in the Borough designed to recognise individual cultures and also to bring all residents together in a celebration of all cultures. This makes Newham a welcoming place for both residents and visitors alike.
- 4.4 There are major shopping centres in Beckton, Stratford and East Ham. In Forest Gate there is Green Street - dubbed 'the Bond Street of the East End'. This area has over 400 independent shops representing cultures from around the world, selling food, jewellery, designer saris and a multitude of cafes and restaurants serving authentic international cuisine. The Borough has recently seen the opening of ten brand-new hotels, including a hotel at the West Ham United football ground with rooms overlooking the football pitch at Upton Park. As stated, West Ham United, a Premiership football club is located on the Borough and regularly attract crowds in the region of 35,000.

Diversity

Ethnic Groups in Newham

- 4.5 The following table shows the ethnic groups within the London Borough of Newham³

³ Source: ONS neighbourhood statistics

Percentage of resident population in ethnic groups	Newham	England
White	39.4	91.3
of which White Irish	1.3	1.2
Mixed	3.4	1.3
Asian or Asian British	32.5	4.4
of which Indian	12.1	2.0
of which Pakistani	8.5	1.4
of which Bangladeshi	8.8	0.5
of which Other Asian	3.1	0.5
Black or Black British	21.6	2.2
of which Caribbean	7.4	1.1
of which African	13.1	0.9
of which Other Black	1.1	0.2
Chinese or Other Ethnic Group	3.1	0.9

4.6 The following table shows a breakdown of religions for Newham:

Religion	Newham	England
Christian	46.8	71.8
Buddhist	0.6	0.3
Jewish	0.2	0.5
Hindu	6.9	1.1
Sikh	2.8	0.6
Muslim	24.3	3.0
Other Religions	0.3	0.3
No religion	9.0	14.8
Religion not stated	9.0	7.7

The Leadership Audit

4.7 A critical attribute of successful BCUs is effective leadership. Leadership styles vary – some are highly transformational while others veer more towards transactional approaches. There is no ‘correct’ style because circumstances vary too, and good leaders attune their approaches to fit these circumstances. To try and explore the components of leadership and their relative impact on performance, HMIC has developed a leadership audit tool, the findings from which inform the fieldwork stage of the inspection to validate key themes. This is a developing tool

that will become increasingly powerful as benchmarks are created from BCUs against which results can be evaluated.

4.8 The leadership audit is a ‘soft’ tool in that it invites perceptions from staff initially through survey and then seeks to validate these during interviews and staff focus groups. The validation process includes interviews with the BCU Commander and members of the SMT so as to provide a management context to the survey findings. Emerging strengths and areas for improvement from the audit will therefore represent a summary of validated opinions about leadership across the BCU and some caution should therefore be exercised in the use of such data. The emerging themes will *only* feature as HMIC recommendations, management considerations or items of good practice if they are subsequently validated by specific and triangulated evidence obtained during the wider fieldwork visit and in the context of overall BCU performance. The audit explores leadership across the whole BCU, using the headings that are applied to force-level leadership as part of Baseline Assessment and is a development from the previous focus of such inspections which primarily assessed the leadership of the BCU Commander and the SMT.

4.9 The audit process comprised three phases:

- a questionnaire, circulated to a statistically significant cross section of all BCU staff and returned to HMIC;
- focus groups with a representative cross section including inspectors, special constables and police staff; and
- one-to-one interviews with the BCU Commander, operations superintendent/chief inspectors and business manager.

The audit also includes an interview with the relevant link chief officer line-manager who exercises line management over the BCU Commander, to explore their working relationship.

4.10 **The Leadership Context – Newham BCU**

Newham BCU has been led by its BCU Commander for some three years albeit many members of the SMT have changed within the last year. With the notable exception of sanction detections for residential burglary, Newham BCU has been performing below its MSBCU averages against priorities over both the short (12 months) and medium term (3 years) with the last year proving particularly challenging. This has clearly required management action to recover the situation and the inspection team encountered some examples where this had recently occurred, particularly within the CID. Much work remains to be done, and this will require strong and clear leadership from both the SMT and all junior managers at Newham BCU, as detailed in the ‘What we found’ section below.

The Audit Results

4.11 **‘The BCU receives appropriate support from the Chief Officer – Line Manager’**

There is a positive working relationship between the BCU Commander and his link commander, who promotes teamwork and corporacy between BCU Commanders through the link structure. The link commander considered that the Newham command team was balanced in terms of skill, experience and diversity and the processes underpinning this involved BCU commanders and territorial policing HQ (TPHQ). The BCU Commander, however, felt that he had limited input in the selection of his superintendents and in respect of succession planning, was still holding a vacancy for a DCI.

- 4.12 The performance environment provided by the link commander was considered as one where the BCU commander was encouraged to be innovative and in which development was a factor, particularly during the regular structured one-to-one sessions during which performance tactics are discussed. The link meetings also provide a forum in which performance can be discussed strategically and the views of all BCU commanders can contribute to a tactical discussion where appropriate.
- 4.13 In respect of the provision of resource support to the BCU, the link commander cited a raft of processes such as crime ops and Level 2 tasking but considered that there was room for improvement. In respect of the provision of positive/active support for partnerships, he felt this to be the domain of the BCU commander who had the ongoing responsibility for promoting such relationships and left these issues to him. The BCU commander was appreciative of the additional support provided by his link commander in respect of the 2012 London Olympics. The link commander considered that he was supportive of his BCU commanders on issues where there was conflict with the views of other chief officers. Such matters are discussed during the one-to-one meetings and where appropriate, more widely with the TP command team.
- 4.14 **‘The BCU has an appropriate structure which is aligned to the Force Strategy’**
Most respondents felt that their roles were clearly defined and contributed to BCU and Force strategies (scoring an average of 3.87 out of a possible 5.0⁴). This outcome was borne out by interviews and focus groups in respect of the BCU command team and sergeants but inspectors and police staff felt that improvements could be made. Constables felt that this did not happen and that although their own roles were generally defined, others on the BCU were subject to regular change and that they were expected to provide more performance outputs from an ever-increasing workload. The survey showed that objectives set were relative to the roles and experience of the post holder (an average of 3.49) and again this was generally borne out by interviews with members of the BCU command team and focus groups with inspectors, sergeants and constables. However, improvements were suggested in respect of making the PDR a more meaningful process with improved consistency in the way objectives are set and the need to progress ongoing work to develop an effective performance management and accountability regime.
- 4.15 Most respondents felt that lines of accountability within the BCU were clearly defined (an average 3.45). There were mixed views on the effective management of resources (an average 2.59) and health and safety issues (an average of 2.73) and there was some scope for improvement in these categories. Interviews tended to ratify this viewpoint although some SMT members suggested that the message might be lost in translation down through the hierarchy. Constables were less convinced about clarity in lines of responsibility and accountability, stating that staff tend to pass responsibility on, rather than accept it and their own sense of accountability was self-imposed. Staff accepted that improvements could be made in respect of:
- health and safety procedures; and
 - making staff feel safe through staff taking responsibility for their own health and safety.

⁴ Respondents to the staff survey gave their views against a score of 1 (least positive) to 5 (most positive)

- 4.16 Constables and police staff were uncomplimentary about the Newham building structure which was an apparent cause for effluent with rats appearing in the yard with heavy rain, which also caused flooding of the property office. Additionally, they felt that apparently minor issues such as the replacement of old, worn out and dangerous equipment were neglected in favour of more current and topical issues.
- 4.17 Most respondents felt that there was no consistency in the balance of skills, experience and diversity within BCU teams (an average of 2.29). Interviews generally indicated that improvements could be made but sergeants, constables and police staff pointed out the shortage of skills on response teams that are apparently always denuded first. Systems have been put into place to cover the aspect of compulsory transfers from the BCU if necessary but to date, there have been no such transfers. In respect of police staff, there are concerns that some key posts are not being replaced, leading to the need to carry out roles for which they are not always properly trained.
- 4.18 **‘The BCU has a performance culture with integrity’**
Most respondents felt that their manager demonstrated an interest in their performance and development (an average of 3.76 out of 5.0) and they received the development needed to perform their role (an average of 3.31). When interviewed, the SMT cited a raft of processes to demonstrate that they show an interest in performance and development, also acknowledging that improvements could be made but inspectors, constables and police staff differed from this view. They considered that interest in performance and development was variable, dependent on the individual manager and that the lack of staff on response teams means that everyone is too busy to take responsibility for the development and performance of probationers. The Probationer Training and Holding Unit was developed to address this issue and has led to improvements in the general development of probationers on the BCU. In respect of receiving development needed for their role there was a general acknowledgement that improvements could be made. The absence of a structured training day in team rotas resulted in only mandatory training being carried out and in most cases there was no interaction with skilled staff, due to the heavy reliance on computer-based training. Where developmental training was received it was more as a result of effort on the part of the recipient rather than their manager.
- 4.19 Most respondents felt that there was effective use of the National Intelligence Model (an average of 3.15) and that the BCU delivered an effective service to the community but there was scope for improvement (an average of 3.07). In general, the BCU SMT agreed with this sentiment in respect of NIM usage but there was not similar consensus on the part of other staff. Inspectors considered that NIM tasking meetings took place but in a mechanistic, rather than meaningful fashion which did not always filter down to front line staff. Both groups considered that they were demand and performance led rather than guided by the needs of the victim due to the pressure of time and were frustrated at the inability to provide a better service to their community.
- 4.20 Most respondents held mixed views regarding the recognition of good performance on the BCU (an average of 2.47). When interviewed, the BCU command team and sergeants felt that good performance was recognised and rewarded but other groups disagreed. Inspectors felt that where good work was carried out in respect of performance objectives, this was rewarded but much other good work went unrewarded. Constables felt that they were expected to do good work that was not recognised or rewarded but were very vulnerable to criticism if they made even a minor mistake.

4.21 Survey results in respect of the promotion of innovation (an average of 2.56) and the importance of integrity over the achievement of performance results (an average of 2.66) indicated mixed views. When interviewed, the BCU SMT and sergeants felt integrity overrode the achievement of performance but inspectors, constables and police staff disagreed, stating that either this did not happen or it did happen but there was no consistency. In respect of the promotion of innovation, interview responses contravened the survey results in that most staff actually considered that this did happen, but that there could be better engagement by staff in problem solving.

4.22 **Diversity**

Most responses were positive in respect of the existence of a diversity culture within the BCU (an average of 3.83 out of 5.0), in particular the inspirational qualities and ability of the respondent's own line manager to solve problems (an average of 3.87) and make consistent decisions about operational (an average of 4.0) and disciplinary issues (an average of 4.0). Interviews and focus groups were also positive in respect of the existence of a diversity culture and suggestions for improvements included the recruitment of more staff with community skills to overcome some of the language barriers. In respect of line managers' ability to solve problems and make consistent decisions, there was less consensus from interviews and focus groups which indicated a lack of consistency in both areas. More senior managers felt that problems were being pushed unnecessarily up the command chain when there was scope to resolve them at an earlier stage.

4.23 Most respondents felt that sickness and welfare were well managed on the BCU (an average of 3.12) and these results were borne out by interviews and focus groups that generally agreed that although there was still some room for improvement, significant improvements had been made, especially in respect of line managers' responsibilities.

4.24 Although the average response regarding the use of fairness at work procedures (an average of 3.17) and the issue of whether managers deal effectively with bullying was positive (an average of 3.70), the response given by most was "don't know" indicating a lack of awareness and communication in respect of both issues. Interviews and focus group responses ratified these findings with a significant number of "don't know" responses in one or both of these categories that were not confined to the more junior ranks.

4.25 There were mixed views amongst staff as to whether abstractions from duty - other than sickness, were managed consistently (an average of 2.79) and that there was limited commitment to staff retention (an average of 2.13). These findings were borne out by the more junior ranks in both categories although SMT members were generally more positive.

4.26 **Personnel Management**

Survey results indicated that BCU managers are well regarded by their staff. Most staff responded positively regarding regular and meaningful contact with their line manager (an average of 3.78 out of 5.0), genuine interest from their line manager (an average of 3.79), the ability of their line manager to deal with personnel issues in a relevant and timely manner (an average of 3.90) and to engender in staff feelings of pride in the service delivered and trust, value and inclusion as part of their respective teams (an average of 3.76). The interview and focus group findings bore the survey results out in respect of meaningful contact with line managers and – except in the case of sergeants and constables - genuine interest from line managers. Sergeants and constables responding to the latter category felt that levels of ability

varied, dependent on the individual manager but acknowledged an awareness of the external pressure to perform that was placed upon the SMT. In respect of the ability of immediate line managers to deal with personnel issues in a relevant and timely manner, most interviewees responded positively but in respect of pride in the service delivered, despite greater satisfaction on an individual rather than an organisational basis, many staff felt that there were inconsistencies and a lot of room for improvement. Also, many respondents did not feel valued, trusted or included and core team staff considered themselves at “the bottom of the pile”.

4.27 Survey respondents held mixed views as to whether improvements could be made in the allocation of training and development according to need (an average of 2.67) and in the encouragement to learn by their manager and feeling prepared for future changes (an average of 2.78). In respect of the availability of coaching and mentoring according to need, the average response indicated mixed views (an average of 2.89) but the response offered on most occasions was “don’t know”, perhaps indicating a lack of awareness and communication.

4.28 **Communication**

Most survey respondents indicated contentment with their own line manager in that relevant information was communicated to them (an average of 3.88 out of 5.0), that they were available when needed (an average of 4.16) and they responded to feedback in a positive way (an average of 3.83). In respect of the communication of relevant information, although interview and focus group responses were generally positive, some staff felt ‘bombarded’ by e-mails that communicated just about everything whereas others felt that they only received communication to say that they were under performing. In respect of availability of managers, most staff interviewed responded positively and in respect of a positive response to feedback from staff, although most interview responses were positive, there was an acknowledgement of room for improvement in respect of more challenging feedback.

4.30 In terms of profile, respondents were content with the BCU commander and SMT (an average of 3.17) but there were mixed views as to their availability to staff at appropriate times (an average of 2.79) and inconsistency in respect of their response to feedback from staff (an average of 2.49). Interviews and focus groups confirmed that the SMT generally had a high profile but some respondents also felt that there were inconsistencies, dependant on the individual SMT member.

4.31 The average response as to whether staff felt consulted on matters of policy and strategy where appropriate was mixed and the response made by most staff was that consultation simply did not happen (an average 2.73). Although most interview and focus group responses were positive on this point, most acknowledged that there was room for improvement in respect of who decided what was ‘appropriate’ and inspectors and constables especially felt that there were inconsistencies in respect of consultation, most notably regarding proposed shift changes.

4.32 **Audit Conclusions**

Both the staff survey and focus groups/interviews showed that the single most significant issue on the leadership of Newham Borough was one of communication and this manifested itself in a number of ways throughout the audit process. Of concern to the audit team were the number of key issues where there was a lack of awareness, such as use of the National Intelligence Model, disciplinary processes, bullying, and the availability of coaching and mentoring opportunities, indicated by the ‘don’t know’ responses. Many responses in respect of NIM were from constables/police staff and first line supervisors and managers, where senior

managers clearly felt that the highlighted issues were in place and had been promulgated effectively throughout the BCU.

- 4.33 It was clear to the audit team that the SMT appeared to junior staff to exist in somewhat of a vacuum. The SMT tended to hold a more positive view of the issues tested during this process. Their belief that integrity overrides the achievement of performance and that good performance is rewarded was not fully borne out among the more junior ranks but these staff did, however, acknowledge the enormity of the pressure and challenges faced by the SMT in establishing effective community links and meeting MPS performance targets.
- 4.34 It transpired that the focus group process itself was very useful in respect of improving awareness and exchanging information about some of the issues discussed because it afforded the opportunity for members of staff with diverse roles to come together for a common purpose. If the BCU does not have such a representative structure in place already to inform the SMT about the general health of the BCU, this process has certainly presented a timely opportunity to establish one.
- 4.35 Some issues of significance to staff arose consistently during the audit process that were not expressly addressed by the audit process but are worthy of mention:
- the Safer Neighbourhoods teams feel very positive about their role and responsibilities but others feel that staffing these teams has been at the expense of front line policing and providing a quality of service to the customer;
 - many staff felt that quality of life issues in the workplace were adversely affecting their life at work, such as replacement of worn out furniture or repairing the air conditioning;
 - among response team staff there was a sense of a ‘fait accompli’ in respect of the proposed new shift pattern whilst accepting there was widespread consultation and the opportunity to vote for specific rosters; and
 - there was concern among CJU staff about the number of posts that were not being replaced.
- 4.36 Mechanisms exist to raise such issues of concern but staff felt that they were being ignored in favour of the ‘bigger picture’ issues such as the drive to achieve performance.
- 4.37 In respect of performance it quickly became clear that the downward trend was having an adverse affect on morale with many staff being ‘worn down’ by the relentless drive to achieve performance, leaving much good work that is less quantifiable unrewarded. From the sample of staff interviewed there was evidence of commitment, professionalism and a willingness to improve but the relative lack of supervisory experience of many junior ranks and in particular, amongst first line supervisors, is a potential barrier to progress. From the responses provided, there is evidence that the quality of leadership and supervision is not always consistent and depends largely on the individual supervisor or manager. The BCU therefore currently appears to be operating inconsistently and without always consulting key staff in the process of change management. The SMT needs to acknowledge this point and utilise the findings from this audit to drive enduring change through effective and consistent leadership.

5. BCU Performance

- 5.1 BCU objectives should reflect both national priorities - as set out in the National Policing Plan and reflected quantitatively in the public service agreement (PSA) targets - and local needs. In inspecting BCUs, HMIC covers both achievement of locally set targets and, more specifically, the delivery against national objectives – target crime reduction and sanction detections in particular. Considerable attention is paid to the MSBCU⁵ group positioning and direction of travel, both against the BCUs past performance and relative to its MSBCU group.
- 5.2 This is illustrated numerically in the following tables, and graphically using ‘Boston Box’ charting techniques (Appendix ‘C’) which illustrate performance against national priorities over the short (12 month) and medium (3 years) term against the MSBCU average - which is denoted by the horizontal and vertical lines that cross each chart (the ‘crosshairs’).

Residential Burglary

2003/04 Crimes	2005/06 Crimes	Percentage Change
2082	2629	+26.3%
2004/05 PYTD Crimes	2005/06 PYTD Crimes	Percentage Change
2144	2629	+22.6%
Crimes per 1,000 Households – 2004/05	Crimes per 1,000 Households - PYTD	
22.0	27.0	
MSBCU Group Position – Crimes for 2004/05	MSBCU Group – Crimes for PYTD	
8	13	

2003/04 – 2005/06 SD Rate	2004/05 - PYTD SD Rate
8.4% (2003/4) – 9.8% (2005/06)	14.8% (2004/5) – 9.8% (2005/06)
MSBCU Group – SD Rate for 2004/05	MSBCU Group – SD Rate for PYTD
5	12

Vehicle Crime

2003/04 Crimes	2005/06 Crimes	Percentage Change
8461	7318	-13.5%
2004/05 PYTD Crimes	2005/06 PYTD Crimes	Percentage Change
6205	7318	+17.9%
Crimes per 1,000 Population – 2004/05	Crimes per 1,000 Population - PYTD	
25.4	30.3	
MSBCU Group Position – Crimes for 2004/05	MSBCU Group – Crimes for PYTD	
14	15	

2003/04 – 2005/06 SD Rate	2004/05 - PYTD SD Rate
4.6% (2003/04) – 5.6% (2005/06)	7.6% (2004/05) – 5.6% (2005/06)
MSBCU Group – SD Rate for 2004/05	MSBCU Group – SD Rate for PYTD
1	12

⁵ Most Similar BCU

Violent Crime

2003/04 Crimes	2005/06 Crimes	Percentage Change
10850	11051	+1.8%
2004/05 PYTD Crimes	2005/06 PYTD Crimes	Percentage Change
11025	11051	+0.2%
Crimes per 1,000 Population – 2004/05	Crimes per 1,000 Population - PYTD	
44.5	44.6	
MSBCU Group Position – Crimes for 2004/05	MSBCU Group – Crimes for PYTD	
13	13	

2003/04 – 2005/06 SD Rate	2004/05 - PYTD SD Rate
14.5% (2003/04) – 18.8% (2005/06)	15.7% (2004/05) – 18.8% (2005/06)
MSBCU Group – SD Rate for 2004/05	MSBCU Group – SD Rate for PYTD
15	15

Robbery

2003/04 Crimes	2005/06 Crimes	Percentage Change
2250	2457	+9.2%
2004/05 PYTD Crimes	2005/06 PYTD Crimes	Percentage Change
2167	2457	+13.4%
Crimes per 1,000 Population – 2004/05	Crimes per 1,000 Population - PYTD	
8.8	9.9	
MSBCU Group Position – Crimes for 2004/05	MSBCU Group – Crimes for PYTD	
14	13	

2003/04 – 2005/06 SD Rate	2004/05 - PYTD SD Rate
8.8% (2003/04) – 8.3% (2005/06)	8.9% (2004/05) – 8.3% (2005/06)
MSBCU Group – SD Rate for 2004/05	MSBCU Group – SD Rate for PYTD
13	15

Total Notifiable Offences (TNOs)

2003/04 Crimes	2005/06 Crimes	Percentage Change
41240	38997	-5.4%
2004/05 PYTD Crimes	2005/06 PYTD Crimes	Percentage Change
37112	38997	+5.1%
Crimes per 1,000 Population – 2004/05	Crimes per 1,000 Population - PYTD	
149.8	157.4	
MSBCU Group Position – Crimes for 2004/05	MSBCU Group – Crimes for PYTD	
14	14	

2003/04 – 2005/06 SD Rate	2004/05 - PYTD SD Rate
11.9% (2003/04) – 15.6% (2005/06)	13.0% (2004/05) – 15.6% (2005/06)
MSBCU Group – SD Rate for 2004/05	MSBCU Group – SD Rate for PYTD
14	15

What We Found

- 6.1 Following a review of the BCU's performance, the GL3 (Going Local 3) self-assessment, the findings from the leadership audit and other key documentation, HMIC conducted its fieldwork at Newham BCU. The inspection team sought to validate acceptable practice and investigate/evidence further both potential good practice and any areas for improvement (AFIs). This report does not, therefore, reiterate what is and should be happening on a BCU in terms of its core functional activities, given that these are detailed within the GL3 self-assessment process. Instead, the following section highlights areas against the Baseline Assessment frameworks that are evidenced by the inspection team as either particular strengths or opportunities for improvement against the core business of the BCU.

The Baseline Assessment Frameworks

1. **Citizen Focus (Domain A)**
Fairness and Equality in Service Delivery
Neighbourhood Policing and Problem Solving
Customer Service and Accessibility
Professional Standards
2. **Reducing Crime (Domain 1)**
Volume Crime Reduction
3. **Investigating Crime (Domain 2)**
Managing Critical Incidents and Major Crime
Tackling Serious and Organised Criminality
Volume Crime Investigation
Improving Forensic Performance
Criminal Justice Processes
4. **Promoting Safety (Domain 3)**
Reducing Anti-Social Behaviour
Protecting Vulnerable People
5. **Providing Assistance (Domain 4)**
Contact Management
Providing Specialist Operational Support
Strategic Road Policing
6. **Resource Use (Domain B)**
Human Resource Management
Training, Development and Organisational Learning
Race and Diversity
Managing Financial and Physical Resources
Information Management
National Intelligence Model
7. **Leadership and Direction**
Leadership
Performance Management and Continuous Improvement

LEADERSHIP AND DIRECTION

6.2 Leadership

Strengths

- *The BCU Commander enjoys widespread support from his SMT, senior partners and many staff encountered. He is both approachable and energetic, making considerable personal efforts to engage with the workforce through quarterly FACT presentations, exit and probationer confirmation interviews, parade/patrol visits and regular staff association meetings;*
- *Staff generally considered members of the SMT to be known, visible and accessible in a range of different ways. Considerable effort goes into achieving this position on such a relatively large BCU. Notwithstanding this, some staff would like to see more interest from the SMT in their well-being and contentment as well as driving performance;*
- *There is an improving and impactive range of activity occurring to maximise internal and external communications (newsletter, Ask the Boss, etc). This maximises use of strong, existing community networks as recently demonstrated after the Lansdown Road shooting for which the BCU was congratulated by TPHQ. The Volunteer Coordinator has recently been appointed to lead this area as the new Community Engagement Manager (retaining her residual functions), which will provide increased drive/direction;*
- *The work undertaken by Supt (Crime) in recent months to directly engage with staff and to introduce improved working practices (e.g. crime supervision and performance management) is acknowledged and encouraged.*

Areas for Improvement

- *There is some uncertainty amongst staff regarding the role/remit of many units together with a few structural anomalies that are inconsistent with the service provided e.g.:*
 - *PPOs under Supt (Support) not BIU;*
 - *CI Partnerships reporting directly to BCU Commander;*
 - *Supt (Support) leads for DAT & DIP, etc.**This needs to be reviewed so as to ensure that form follows function and that the remit of each role is clearly defined (e.g. duty inspectors). The finalised product needs to be communicated to staff within an updated organisational chart and an overall BCU policing style statement;*
- *From the leadership audit, staff focus groups and interviews, many staff did not feel genuinely consulted over matters of change that affected them on the BCU. They wanted to be more involved and influential but also acknowledged that it was neither possible nor appropriate to speak to all on every issue. There is a need to review methods of engagement with staff including the introduction of a generic staff focus group and clear expectations as to how SMT colleagues should consult with those most directly affected by significant changes;*
- *The good work on internal and external communication now needs to be harnessed under its new Community Engagement Manager lead and within a BCU Communication Strategy, so as to improve staff inclusion, corporacy and professionalism of material (e.g.; SNTs on website) and the publication of good news stories;*

- *Within the context of the issues detailed under 'Crime Investigation' (below), there is a need to review the structure and remit of units within the Crime command so as to maximise flexibility, clarity of purpose, use of investigative skills and efficiency. Whilst the value of dedicated burglary and robbery squads for secondary investigations and proactivity are acknowledged, there is scope to consider the creation of a flexible 'task force' that could proactively respond to the headline requirements of the Control Strategy and TTCG. This will increase structural stability and certainty for staff operating within the same.*

6.3 Performance Management and Continuous Improvement

Strengths

- *There are monthly performance review meetings at SMT level, between the BCU Commander and the Superintendents and between Superintendents and their Chief Inspectors within their respective Departments, albeit the CID meetings have only recently been established and the process is at an early stage of development;*
- *There is clear ownership of each BCU priority within the SMT that is expressed within the Annual Policing Plan document. Individuals understood their responsibilities in this regard and were held to account by the BCU Commander for delivery. Thought needs to be given as to whether a tactical plan (alongside existing NIM processes) for the achievement of each priority would be beneficial in setting out the means of achievement.*

Areas for Improvement

- *Whilst there were many examples of performance information displayed across the BCU, there is further work required to attain an embedded performance culture across the workforce. Staff did not always understand how they contributed towards the BCU priorities and why;*
- ***The BCU has largely lost its inspection and review capability following recent difficult decisions regarding budgets. Whilst the reasons for this are understood, it has resulted in an inability to independently conduct local inspections/audits according to risk. Furthermore, it dilutes the opportunity to link performance management to business improvement and to meaningfully conduct a diagnostic analysis of BCU activity within the annual planning process. If re-established, the unit's lead should report directly to the BCU Commander so as to maintain independence;***
- *PDR objectives should reflect the critical success factors for each team as shown in the Monthly Management Report (MMR) alongside role/experience specific objectives for individuals. These should include sickness and budgetary objectives when relevant. Where a range of teams engage in common activity (e.g. SNTs, core teams, etc), SMT leads should consult and set core objectives in support of the BCU priorities;*
- *Within a wider BCU-level performance management framework, the current performance management meetings need to be supported by a template for performance review meetings for inspector/police staff equivalent and below. This should promote consistency and accountability and action sheets should be published and routinely reviewed by line managers;*
- *The performance information produced for the BCU requires a review, to better reflect the key critical success factors for each unit in support of BCU priorities and particularly for*

SNTs, CID, JRT, Special Constabulary and Integrated Borough Operations (IBO) units. These need to be constructed in consultation with staff, kept simple, include disaggregated targets and a qualitative element as well as become routinely embedded within PDRs. This data should be presented in a form that is configured at both Departmental and BCU levels so as to aid its use at performance meetings.

CITIZEN FOCUS

6.4 Fairness and Equality in Service Delivery

Strengths

- *The BCU enjoys access to the overwhelming majority of BME groups within the borough making full use of existing networks, groups and organisations, whilst also exploring new avenues. This was exemplified by the excellent community contact/impact work that followed the Lansdown Road shooting and evidenced by comments from partners;*
- *There is an active, challenging and thriving Independent Advisory Group (IAG) that has been in existence for six years. The group are engaged in Gold Groups that follow critical incidents (including Lansdown Road) alongside acting in an advisory role to the SMT for policy development.*

Areas for Improvement

- *There was evidence that some detective staff still erroneously believe that non-sanction detections (NSDs) count towards their detection target. There needs to be a single focus upon sanction detections with NSDs recorded in accordance with the Home office counting rules (HOCR) only when they arise;*
- *The work with partners (e.g. the Crisis Intervention Team) within the Community Safety Unit (CSU) to investigate race/hate crime is acknowledged. However, there is a need to jointly review the desired outcomes to take account of repeat victimisation as well as sanction detections. In addition, as part of the BCU level skills establishment profile, there should be a limited number of trained investigator posts within the CSU to maximise expertise in such investigations and thereby improve the BCU's relatively low sanction detection rates for racist crime (19.3% against 25.1% MPS average at 23/07 - MPS stats) and domestic violence (27.6% against 32.8% MPS average at 23/07 - MPS stats);*
- *With such a relatively low rate of sanction detections for domestic violence (27.6% against an MPS average of 32.8% to 23/07 - MPS stats) together with many concerns expressed regarding the quality of initial investigation, there is a need to audit and promote compliance with MPS domestic violence policy, including the quality of completion of Book 124D;*
- *There is some scope to improve contact with 'hard to reach' sections of the community including Lithuanians and young Asian female victims of honour-based violence and/or forced marriages.*

6.5 Neighbourhood Policing and Problem Solving

Strengths

- *SNT officers have a bespoke shift roster that reflects the demands placed upon them and the team parades either on a day or late shift. There are some days when there are no SNT staff on duty which is apparently due to the roster design but mitigated by neighbouring ward SNTs being on duty in a coordinated way;*
- *Each of the 15 schools on the BCU has an officer aligned to them albeit there are eleven posts with only nine posts filled. Schools are prioritised according to risk and defined as safer schools albeit the links to SNTs are unclear. The work of schools officers is driven by MPS policy (national curriculum) with additional activity defined for specific schools;*
- *The Special Constabulary have been aligned with the key Safer Neighbourhoods of Stratford, Beckton, Custom House and Canning Town. This has helped the SNTs to increase visibility in their communities while simultaneously enhancing the reputation of the Special Constabulary;*
- *There is evidence that strategic level (LSP & CDRP) partnership work has "never been better" with excellent consultation, engagement and the exploration of mutually beneficial opportunities. This same level of engagement now needs to be converted into similar action at a tactical level whilst acknowledging the excellent work recently progressed to tackle anti-social behaviour;*
- *The Joint Resource Team (JRT), set up in conjunction with the London Borough of Newham, represents an excellent opportunity to flexibly tackle pan-borough issues more directly with partners and in a problem-solving way. This is an excellent initiative which needs to be fully harnessed and exploited alongside SNTs within a single partnership tasking structure;*
- *There are eight Safer Neighbourhood Panels now set up and the remaining 12 are in the process of being established. These meet on a six-weekly cycle, are reasonably well attended by the community and SNT staff (including line managers) and can sometimes be challenging. There are ward profiles for each ward and Key Individual Networks (KINs) are being established. Whilst there is a good understanding of the need to balance locally driven priorities with those of the BCU and MPS, guidance is required for those involved to cement the approach.*

Areas for Improvement

- *Whilst the rollout of Safer Neighbourhood Teams (SNTs) is welcomed by staff, partners and communities alike, there remains considerable work to mainstream the philosophy across the BCU. Many staff across the BCU did not fully appreciate the concept, marketing has yet to have an impact;*
- ***There is a need for clear policy (at a local level in lieu of any MPS policy) as to the parameters of responsibility for SNTs. This particularly applies to the receipt of non-urgent localised calls via the IBO but also with regard to the degree to which they engage in fast-time taskings alongside their core responsibility of problem-solving;***
- *Few SNT or JRT staff have received problem-solving training and there has been a relatively low level of formalised problem-solving initiatives (only 25 x F302s for the PYTD) with partners expressing a desire for increased joint tactical activity to address*

priority crimes. This needs to be addressed through training and first-line leadership, alongside the suggested changes regarding partnership tasking (see 'NIM' below).

6.6 Customer Service and Accessibility

Strengths

- *The Volunteer Coordinator is to be congratulated for her energy, vision and commitment in developing a thriving pool of community volunteers. She has 22 active volunteers who work at Forest Gate from 0900 to 2100 in three-hour shifts to assist the station reception officer. In her new and enhanced role as Community Engagement Manager, she is now working to increase the pool of Special Constabulary officers and, where possible, to align them to SNTs.*

Areas for Improvement

- *There is scope to improve the levels of support for victims of crime who attend the station reception office with concern expressed that police often keep them waiting, don't return telephone calls and fail to keep some appointments.*

6.7 Professional Standards

Areas for Improvement

- *Whilst acknowledging the ongoing efforts of the BCU to improve the quality of cleaning provided by the contractor, there remains a need to promote personal responsibility amongst staff to care for their workplace.*

REDUCING CRIME

6.8 Volume Crime Reduction

Strengths

- *The BCU operates a risk-based approach to the assessment of its 60+ licensed premises that involves the SNTs, albeit information could be collected in more systematic way. Pubwatch is operative and the BCU engages in several corporately driven licensing initiatives each year;*
- *The BCU applies the new powers concerning mandatory drug testing within the custody suite under its Drugs Intervention Programme (DIP), alongside the more voluntary Drug Arrest Referral (DAR) activity. There is an opportunity to develop this further by working closely with Drugs Action Team (DAT) partners to identify recidivism rates and the effectiveness of different types of treatment intervention. This work should be progressed under the DAT as part of an overall drugs strategy to tackle both supply and demand of those drugs that cause most harm and impact upon community safety.*

Areas for Improvement

- *Newham Borough enjoys a comprehensive CCTV network with some 300 cameras that has*

resulted in many operational successes in the past. This does not seem to be widely known as many crime reports apparently show "no CCTV" in areas where it exists and it is under-utilised in proactive operations. There is value in providing a CCTV map to key units (e.g. IBO, BIU, SNTs, etc) and in ensuring that the RAINBOW database is kept up to date in this regard.

INVESTIGATING CRIME

6.9 Managing Critical Incidents and Serious Crime

Strengths

- *Staff on the BCU experience a regular flow of critical incidents and experience of these is therefore high. The standard of initial action is good and is further enhanced at night by the presence of a skilled overnight crime investigation team that has been operative for two years. Critical incidents are reviewed by the Superintendent (Operations) and learning issues are identified. The IBO also has a 'silver command' workstation for use during critical incidents that is regularly used and valued.*

6.10 Tackling Serious and Organised Criminality

Strengths

- *The BCU has a capacity for financial investigation that is regularly exercised with potentially £500k on hold awaiting various judgements. It is also a Trident Area with support given if/when black-on-black shootings occur.*

Areas for Improvement

- *There was considerable frustration experienced with the scarcity of information provided by Specialist Operations (SO) Department that was suitable for public release in the wake of the recent Lansdown Road incident. Information that has since been released could have been circulated much earlier without prejudice to the operation thereby allaying community concerns and dispelling rumour. This view was strongly echoed by senior partners.*

6.11 Volume Crime Investigation

Strengths

- *The Docket Squad is busy and impactful upon priority crime investigation with intelligence briefs on potentially linked offences prepared by the BIU. At the time of inspection, there were 34 outstanding forensic dockets - 14 of which were circulated on PNC, 19 live investigations and one suspect bailed to return. This is a little high for priority crimes even when taking account of the BCU's size;*
- *The creation of a generic crime investigation pool with four teams that include both trained detectives alongside uniformed officers represents a good example of how to manage disparate investigations within a single team, whilst also developing staff in a range of investigative techniques. It provides both resilience and flexibility and is an*

efficient use of resources.

Areas for Improvement

- *The BCU has a well-resourced Telephone Investigation Bureau (20+ staff) and yet staff therein do not apparently investigate crime - they report/record. Crimes are passed to the Beat Crimes Unit for a primary investigation before a Crime Management Unit screening decision can be taken thereby radically increasing their workload. In the context of only 35% of crime being taken by the TIB, this requires further review as to the criteria for such investigations and their function, training and performance expectations. Such action could release additional capacity for the BCU;*
- *Some staff directly involved in the management of crime investigations were aware of the existence of MPS minimum standards of primary (bespoke for most priority crimes) and secondary investigation and in certain cases (e.g. CSU) investigations were routinely reviewed against these. However, this was the exception to the rule and staff were generally unaware of such standards and performance against them was not routinely audited. With the quality of primary investigation widely perceived by investigators to be poor, low levels of supervision and a below MSBCU average SD rate for all crimes except burglary, the BCU needs to introduce/publicise bespoke minimum standards and routinely monitor compliance against these until standards of investigation have sufficiently improved;*
- *Whilst the BCU does have a lead for sanction detection improvements (Superintendent (Crime)), it does not have or apply a comprehensive improvement plan for the same. All activity to improve sanction detection rates need to embodied within this plan with clear mechanisms to monitor compliance. This plan needs to be constructed in consultation with staff most affected, incorporate the elements from the MPS Emerald plan alongside the themes detailed therein and then mandated for implementation by the SMT;*
- ***The Beat Crimes staff (attached to 4 crime investigation teams) do not prioritise vehicle crimes and many such crimes are reported (not investigated) by telephone. Whilst this may be appropriate in many cases, there is a need to review the criteria by which such decisions are made in liaison with the Borough Forensic Manager, so as to maximise detection opportunities. All priority crimes should be fast-tracked for investigation by the Beat Crimes Unit;***
- *Some burglary investigations which are not late reports may not apparently receive a first physical response for several days, after which time forensics and immediate opportunities for arrests can be lost;*
- *Recent action to increase the number of FPNDs issued has not been successful and, within the context of a Sanction Detection Improvement Plan, there is a need to review action taken against all six categories of sanction detection (particularly FPNDs, TICs, direct cautions in the street and formal warnings for cannabis) so as to maximise the overall BCU rate;*
- *The BCU enjoys a large and busy Case Progression Unit (CPU). Whilst acknowledging the MPS policy in this regard, there is scope to consider supplementing the policy by reviewing which unit conducts major crime investigations (non-priority crimes). This needs to be done in an holistic way, so as to take account of the current high investigative workloads of the generic crime investigation teams (15-20 active investigations for major crime and up to 35 for those investigating beat crimes) alongside the limited number of*

trained detectives on the CPU;

- ***There are examples of out-of-hours cases being deferred to the Case Progression Unit when immediate interview by core team or crime investigation pool staff could have been more expeditious. This needs to be considered in the context of compliance with PACE and efficient use of custody resources.***

6.12 Improving Forensic Performance

Strengths

- *Proactive briefings on forensic awareness and which forensic scenes and issues require the attendance by officers have been undertaken by the Borough Forensic Manager with the TIB and MetCall staff. There are also opportunities for MetCall staff to spend time with Identification Officers (IdOs) and gain a greater appreciation of their role/function.*

Areas for Improvement

- *There is a need to improve the quality assurance processes within the custody suite so as to reduce the number of DNA criminal justice samples rejected. The system requires clear ownership and a feedback loop to staff (and their line-managers) who may require training or increased supervision;*
- ***Forensic performance for vehicle crime could be improved (examinations are at 7% which is 3% below target) and the Borough Forensic Manager needs to explore opportunities to do so in conjunction with his/her staff and colleagues from other BCUs.***

6.13 Narrowing the Justice Gap

Strengths

- *The BCU is to introduce dedicated custody teams from September 2006. This initiative is encouraged and should be strongly progressed in liaison with those staff most affected. It should improve ownership of key systems/processes within the custody suite whilst also raising professional standards and reducing risk;*
- *The Criminal Justice Unit and the custody suites prioritise cases relating to priority crimes and PPOs (Prolific and Persistent Offenders). The number of outstanding warrants is 339 for fail to appear matters, of which 11 relate to APP offences and PPOs. The latter number demonstrates an effective focus upon priority crimes and PPOs for outstanding warrants and is commendable;*
- *Performance within the Criminal Justice Unit (CJU) is generally good, with targets met for Offences Brought to Justice and with significant progress towards meeting the target for reducing cracked and ineffective trials (June 2006 was 18% against a 20% target). There is an effective system in place to review cracked/ineffective cases with the CPS and the gate keeping function alongside statutory charging has promoted increased quality of case papers.*

Areas for Improvement

- *Advice from CPS Direct can cause frustration (example cited of CPS requiring a full transcript of interview rather than the officer's summary) and no formal system exists to improve the relationship through representation and feedback. Any representation would be made through the Criminal Justice Department but there is no formal arrangement for feedback;*
- *Whilst relations with the CPS at a strategic level are apparently good, there is a need to improve interaction at the tactical layer. This includes opportunities to reduce bureaucracy of communication and file management. The positioning of two CPS lawyers at Forest Gate and none at Plaistow also requires review as it results in significant inefficiencies for police to travel between sites for advice, particularly as many more cases arise from the work of priority and major crime teams, based at Plaistow.*

PROMOTING SAFETY

6.14 Reducing Anti-Social Behaviour

Strengths

- *The borough has an 0800 number (FLARE system) for the reporting of antisocial behaviour and these are then referred to the multi-disciplined Newham ASB team (JRT) using the full range of tactics including ABCs and ASBOs.*

6.15 Protecting Vulnerable People

Strengths

- *The BCU operates established MAPPAs regarding Registered Sex Offenders and other Potentially Dangerous Persons. High-risk cases will receive proactive assets as required through the BCU TTCG mechanisms.*

PROVIDING ASSISTANCE

6.16 Call Management

Areas for Improvement

- *The anticipated business benefits of MetCall have yet to be realised in its current form. Deficiencies include inconsistency (staff are moved between functions and positions), poor knowledge of the area, clearing the list of outstanding demands for service, and the resource intensity of the function. There needs to be consultation with users to identify and address critical problems;*
- *There remain a number of lingering concerns regarding the interaction between MetCall and the IBO. There is routinely a large number of 'open incidents' handed over between shifts (60+) and this is often due to inefficiency in MetCall clearing the list, unnecessary calls being placed on CAD, inappropriate units assigned to calls and the misdirection of*

calls to the TIB when suspects are recorded as being at the scene;

- *There is an MPS User Group for C3i issues that is attended by the inspector responsible for the IBO. However, there is a need for improved engagement with those using the system both in the IBO and on Core Teams, so as to canvass views that inform contributions at the meeting.*

6.17 Accessing Specialist Operational Support

Strengths

- *The BCU has effective arrangements in place for the management of football events at West Ham Football Club. This includes a risk assessment and intelligence analysis for each game with resources set accordingly and with briefing and safety arrangements conducted in conjunction with the club. Special Service Arrangements for charging are in place and operative.*

RESOURCE USAGE

6.18 Human Resource Management

Strengths

- *Prior to July 2005, there was no HR Manager in place. On arrival the HRM conducted analysis revealing:*
 - *a significant number of people (6 or 7) with long-term sickness issues - 200 days etc;*
 - *lack of management action;*
 - *no referral to Occupational Health;*
 - *the Occupational Health Advisor (OHA) in place was not proactive.*

The HRM got a new OHA dedicated to Newham that considerably improved the speed of referrals. Staff taking excessive sickness were reduced to one member of staff with 600 days (for genuine postoperative problems). She has also given inputs on sickness management to first line supervisors and staff are now subject to better management and improvement on such issues.
- *The BCU operates a Posting Panel Group for all staff changes that is chaired by the Superintendent (Support). This is a sensible way of managing the churn of staff changes (including those for restricted and recuperative duties) in a consultative and auditable way. Decisions made by the group should be driven by the BCU Control Strategy;*
- *The BCU does have various formal methods of recognition in place including an Officer of the Year Award, bonus payments, quality of service reports and commendations at the various tiers of recognition. Notwithstanding these, some staff wanted to see greater peer involvement in the identification of individuals for awards and improved informal recognition within a 'thank you culture'.*

Areas for Improvement

- *There is apparently a special constable recruitment backlog at MPS central recruitment and it was reported that there were several hundred awaiting selection. The BCU is*

encouraged to look at progressing shortfalls within the system at a local level and to lobby the MPS for improvements in the central recruitment processes;

- ***Police staff morale appears to be relatively low when compared with other BCUs inspected and many expressed concerns regarding remuneration (London Weighting issue) and a lack of concern regarding their well-being. This is also evidenced by the police staff sickness statistics that are declining but nevertheless significantly over target and the lack of engagement by police staff association representatives;***
- *The PDR system lacks credibility on the BCU and requires positive promotion and use across the BCU. It should be actively used as both a performance management and personal development tool with strong links to the training unit. Notwithstanding this, the BCU is congratulated for recently meeting its timeliness target of 75%. Work is now required to develop a more efficient and effective system for monitoring quality through dip sampling, perhaps against minimum standards;*
- *There are a considerable number of police officers from core teams used to backfill inside posts due to reductions in the police staff establishment and general police staff sickness. This can be up to 10 staff from a team of 40 each day and involves posts such as CCTV, Dedicated Detention Officers (custody), Station Reception Officer (SRO) duties. Whilst accepting organisational issues that make recruitment challenging (i.e. pay scale differentials), this represents a considerable abstraction and the dividend from improved efficiencies (see below) and the new shift pattern arrangement needs to be utilised to offset many of these abstractions;*
- *The BCU commander does not contribute to decisions about appointments to the senior management team. A selection-based approach with input from the BCU commander would ensure that proper consideration is given to operational demands and the work/life balance of members of the SMT. The BCU Commander is encouraged to lobby HQ Personnel to change the process of general SMT selection;*
- ***There are serious concerns regarding the accuracy of duty recording on the new MetDuties system which shows staff on duty as a default and which should be reconciled with CARMS. This has implications upon the accuracy of sickness data, capacity for proactivity and response, the treatment of staff and the efficient use of BCU resources. A sample of two names of staff who were known to be on duty was randomly taken and neither was found to be on the system. This issue requires further audits and review so as to consider whether a new process is required to improve systems for duty time, leave and sickness;***
- *There is an intention to review staff on recuperative duties against time in current post but this requires interviewing of each individual and has proved to be more problematic than originally thought. Nevertheless, with 41 staff on recuperative duties and 11 on restricted duties, the BCU (in conjunction with OH Department) needs to explore ways to reduce this number.*

6.19 Training, Development and Organisational Learning

Strengths

- *The training unit delivers an excellent training induction day for Volunteers which equips them with a basic understanding of front counter duties, health and safety, etc;*
- *Mandatory training is routinely undertaken (e.g. Emergency Life Support - 94.6%*

completed) and with the new shift pattern, there will be a regular training day for core team staff. Training is planned for all other staff and localised training needs are to be identified with reference to PDRs and the recent leadership training for junior managers is a commendable first step to improve first line supervision.

6.20 Race and Diversity

Strengths

- *Under the outgoing Diversity Strategy and through a Diversity Forum, the BCU promotes flexible working, part-time working and job-shares with the HR Manager signing off any such application after it has been through the individual's line manager. Fairness at Work cases are managed in accordance with MPS policy with Fairness at Work Advisors available. Professional advice is available within the HR Unit on the Race Relations Amendment Act and Disability Discrimination Act albeit there are no staff on the BCU who are registered disabled under DDA;*
- *The profile (ethnicity, gender, age, etc) of the volunteers reflects the diversity of the local communities. 86% are members of BME communities (who represent just 60% of the residential population of Newham) and 66% are female. The career-building opportunities of working with the police service attract younger volunteers and members of the minority ethnic communities, while middle-aged white people look for social opportunities. The same cannot be said for police (10% BME) albeit relatively high compared with other BCUs in the MPS and with a better proportion for police staff (36% BME).*

6.21 Resource Management

Strengths

- *The BCU regularly monitors budgetary expenditure as part of its performance pack but also through SMT meetings. Police and police staff overtime budgets are devolved where possible and expenditure monitored against budget. The projected outturn for the overall BCU budget is currently running at +3.9% for a total devolved budget of almost £9m (police pay is not devolved);*
- *There is a considerable future demand upon police resources anticipated in the build up, duration and aftermath of the Olympic Games and the new Stratford shopping/retail complex development is underway. The BCU rightly recognises the need for early planning and the need to lobby TPHQ for a review of its resource allocation as demand builds with the construction industry, visitors and world interest in the site;*
- *The BCU has recently held a ballot on core team shift patterns following detailed work conducted in consultation with staff affected, with a view to introducing a shift pattern that better reflects the demand profile of the BCU whilst also being compliant with EWTD legislation. It is anticipated that the outcome of this work will release some capacity for other work within the BCU. For reasons of force mobilisation and resilience of supervision, variable and 12 hour options were not considered.*

Areas for Improvement

- *There are concerns that the Detective Inspectors are routinely exceeding the EWTD thresholds with claims of working 80-100 hours in a week. This requires further*

investigation and action, if necessary, to promote compliance with the legislation;

- *There is concern expressed by staff regarding the cleanliness of the police stations within the BCU. Notwithstanding the commendable work by the Resources Manager to remedy the situation, the concerns still exist. The BCU is therefore encouraged to raise the issue at a higher level so as to exercise some genuine leverage on the contractors to improve the service provided;*
- ***The outcome of the current shift pattern ballot will result in a new pattern being implemented soon afterwards and this will then be subject to a further six-month review. For reasons of force mobilisation and resilience of supervision, variable and 12-hour options were not considered in the recent research into viable options. Both variable and 12-hour shift patterns have been found to better match demand, result in a healthier and more productive workforce in other not dissimilar BCUs. Therefore and, at the time of review, the BCU is urged to reconsider these options against such a national context;***
- *There is limited activity taking place on the BCU with regard to sponsorship, income generation and efficiency planning (despite the latter being led by the MPS). This presents an opportunity to increase capacity and reduce costs and should be fully exploited;*
- *There was a significant overspend last year on interpreters and FME fees and the MPS has set unrealistic budgets in this regard. There is a case to position the budget corporately as the BCU has no influence over this line;*
- *There appears to be a range of opportunities that exist across the BCU to improve the way in which resources are managed and thereby attain increased proactivity and reduce crime/demand. These include aspects of the structure and staff establishment therein (e.g. Task Force), the function undertaken by staff (e.g. TIB, SNTs and CPU), the use of volunteers including the MSC and proactive financial management (e.g. income generation, cost recovery, efficiency and sponsorship). These should be progressed under the auspices of a single resource/demand reduction strategy and plan within an SMT lead responsible for its implementation;*
- *There is scope to engage SNTs in the use of problem-solving skills to reduce demand for police services. This should follow an analysis of those sites where police are repeatedly called to attend and the commissioning of such work through the JRT;*
- *The change of contract from Vensons to LEX regarding vehicles has resulted in cars being taken away for repair thus denuding the BCU of vehicles for extended periods. The BCU is encouraged to lobby for improved service from the new contractor.*

6.22 Information Management

Areas for Improvement

- *There are issues about airwave radio battery management in the BCU and concerns expressed about the short life of batteries - often last just four-six hours. This means officers have to return to their station during their tour of duty to replace the radio battery. On occasions, if officers are doubled-up at the same incident, one will turn their radio off to save battery power. The BCU is encouraged to investigate and, if necessary, raise this issue with the MPS Department responsible.*

6.23 National Intelligence Model (NIM)

Strengths

- *The BCU actively tasks and receives actionable intelligence from the TPHQ line-managed Source Unit including a comparatively good proportion relating to priority crimes and particularly relating to the criminal use of firearms;*
- *There is a crack house closure protocol in place that incorporates Housing Dept involvement. The BIU link into the SNTs very well and the JRG (partnership tasking) process acts as a clearing house for all problem-solving activity. Updates are given to TTCG and partners are heavily involved in the process;*
- *The TTCG meeting is structured and chaired well. It incorporated a performance backcloth; summarised information for key proactive activities (i.e.; forensic dockets, warrants, PPOs, taskings and PATPs) and the proactive focus for the next two weeks were agreed against the available resources. The meeting could be further enhanced by information from the JRT on agreed problem-solving initiatives, an IPE based approach for tasking decisions and any potential items for Level 2 support;*
- *The DI (Intelligence) is to be congratulated for his efforts thus far to improve the tasking and coordinating processes on the BCU. The BIU is structured in accordance with the MPS model and is appropriately resourced. Key systems are in place to regulate proactive work and authorities and there are strong links with the Dedicated Source Unit. This good work now needs to be taken further, under the leadership of Superintendent (Crime), to a point whereby all NIM processes operate seamlessly with full engagement by staff in the submission of quality intelligence and in the decision making at DIM and TTCG regarding agreed proactivity;*
- *The HMIC team observed a parade briefing and found it to be well structured, informative and professionally delivered. Staff were engaging in the process, taskings were given alongside officer safety information, postings and intelligence requirements. The environment within which the briefing was given was first class;*
- *The PPO Scheme is being progressed in a coordinated and professional manner, with some 46 PPOs on the scheme, considered by a PPO Steering Group. Subject profiles are completed and there are leads for each individual. The PPO Scheme has been widely publicised across the BCU and is mentioned at DIM, TTCG and at the WIM;*
- *The quality of many taskings sampled was found to be limited in sophistication and results were patchy albeit there was a healthy throughput of taskings with 619 being issued to date (resulting in some 290 arrests). PATPs (Proactive Initiatives) were also widely used with 77 issued in the PYTD and 33 RIPA authorities granted.*

Areas for Improvement

- ***There is a need to strategically review the role/purpose and connections between each key NIM meeting so as to improve clarity of purpose, synergy and the quality of actionable proactivity that emerges. This must include the DIM, DMM, WIM and TTCG meetings. There should be a daily and bi-weekly process that operates in tandem and which generates/endorses all fast track proactivity in an inclusive way. The DIM should***

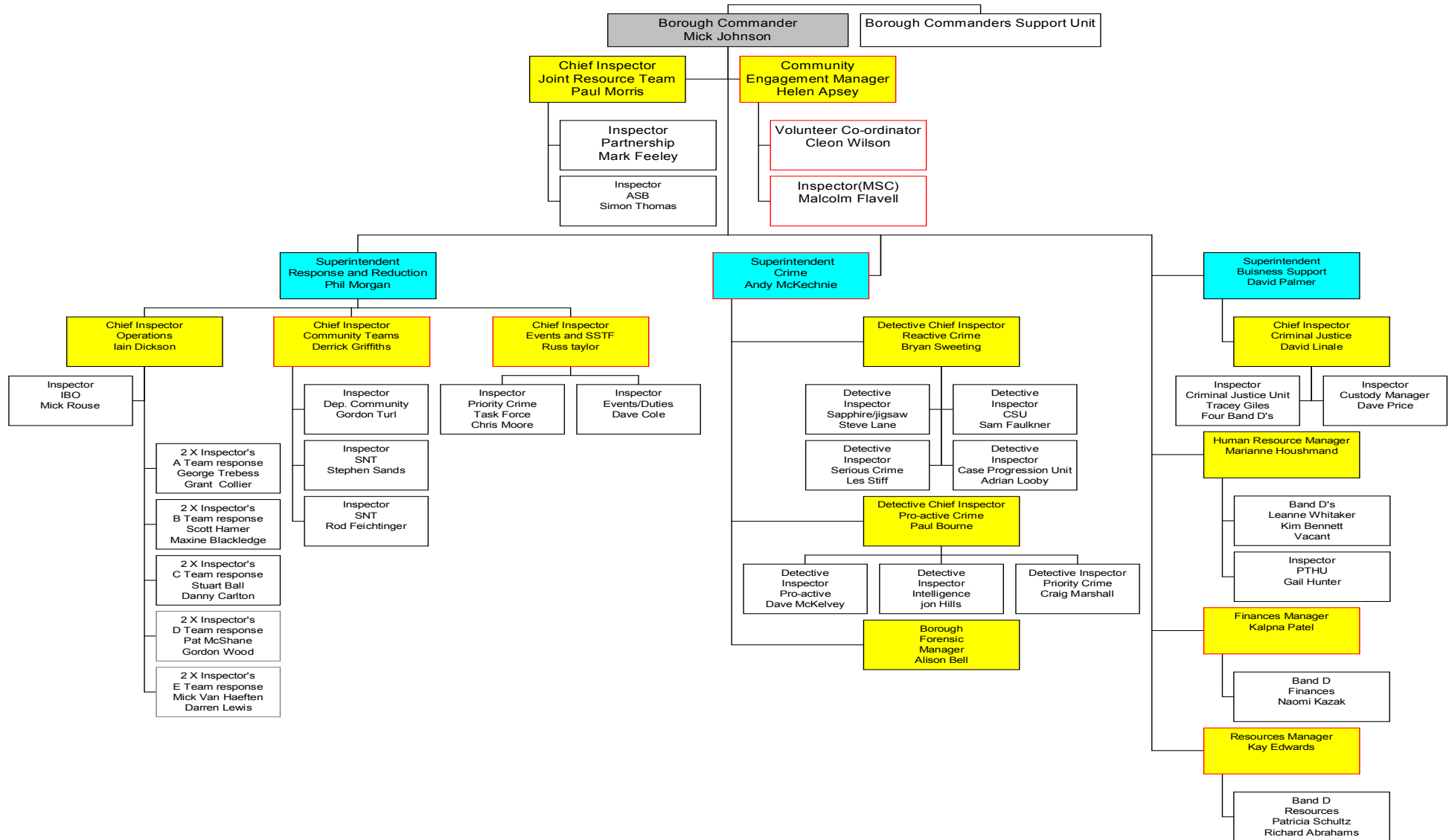
be forward looking, engaging and generating daily 'hot' taskings whilst the DMM could take an overview of policy, compliance and critical incident issues;

- *The JRT is an excellent idea which has the potential to drive and coordinate all problem-solving activity across the borough alongside its sister group, the TTCG. However, it does not currently achieve that aim. SNT staff are not represented at many meetings and there is no requirement for all potential problem-solving initiatives to be routed through the group. This has led to some compartmentalised working with missed opportunities to coordinate all such activity (JRT and SNT). This requires a review in consultation with key partners so as potentially adjust the JRT terms of reference and make it the conduit for all problem-solving interventions. The group should be supported by coordinated analysis from the new ACORN group and the BIU Safer Neighbourhood Desk;*
- *Notwithstanding the good work being progressed under the PPO Scheme, there remains a need to ensure that the most appropriate mix of tactics are used for each individual in accordance with what is most likely to succeed. Furthermore, there appears to be two parallel groups of people subjected to targeted activity:*
 - *PPOs; and*
 - *other subjects identified as active robbers, burglars and those active in motor vehicle crime.*

This potentially misses the opportunity to:

- *engage with partners under a single, albeit tiered, PPO scheme that benefits from the support of rigor of a common process; and*
- *make the proactive teams accountable for the intervention plan that relates to the most prolific of offenders who are most likely to respond to 'catch and convict' activities.*

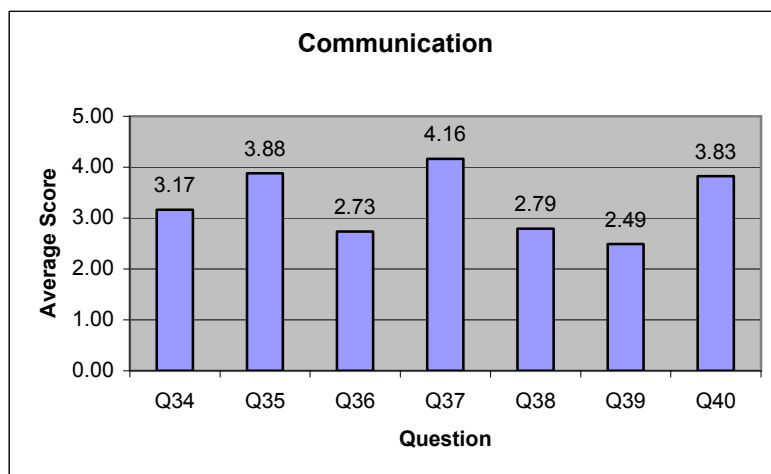
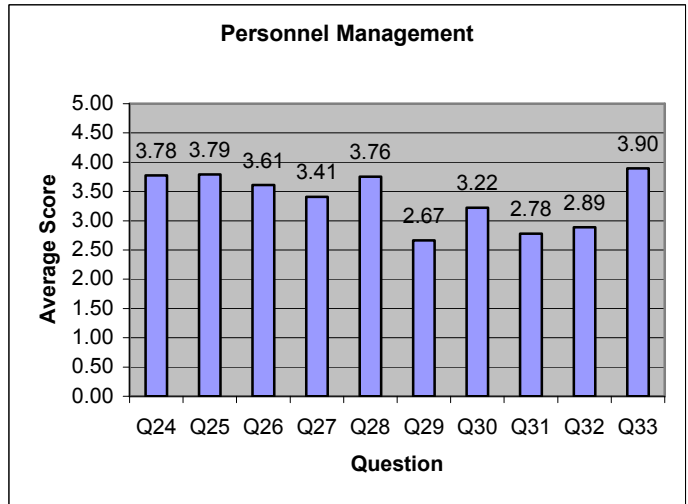
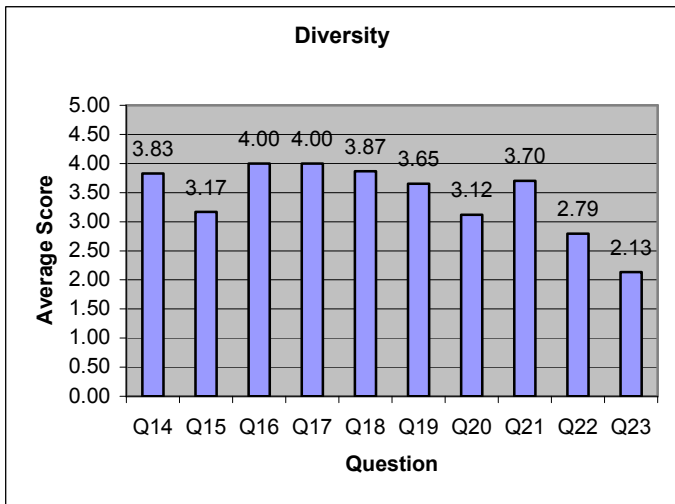
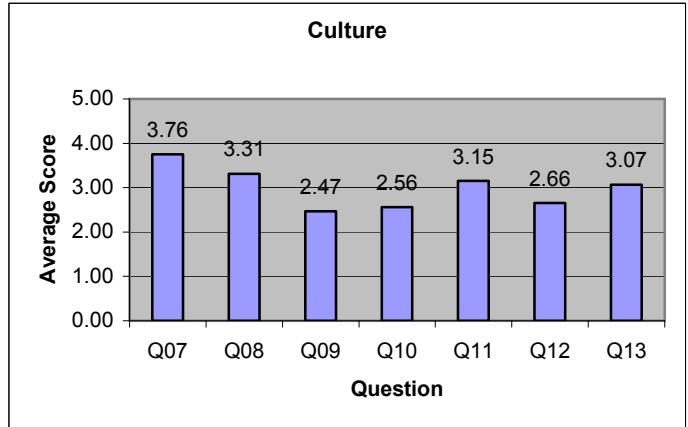
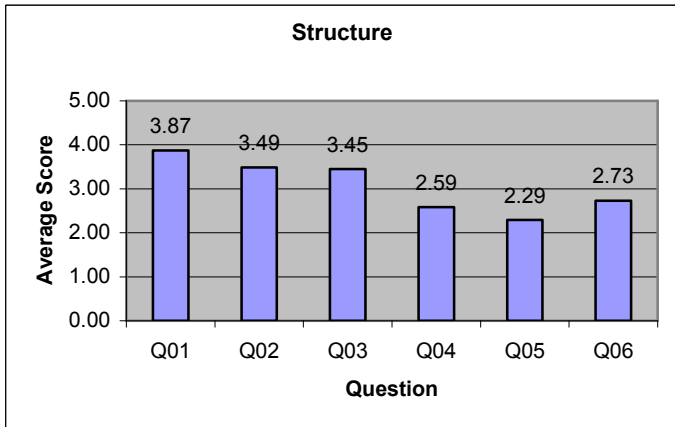
Newham Borough Operational Command Unit (wef 03.04.06)

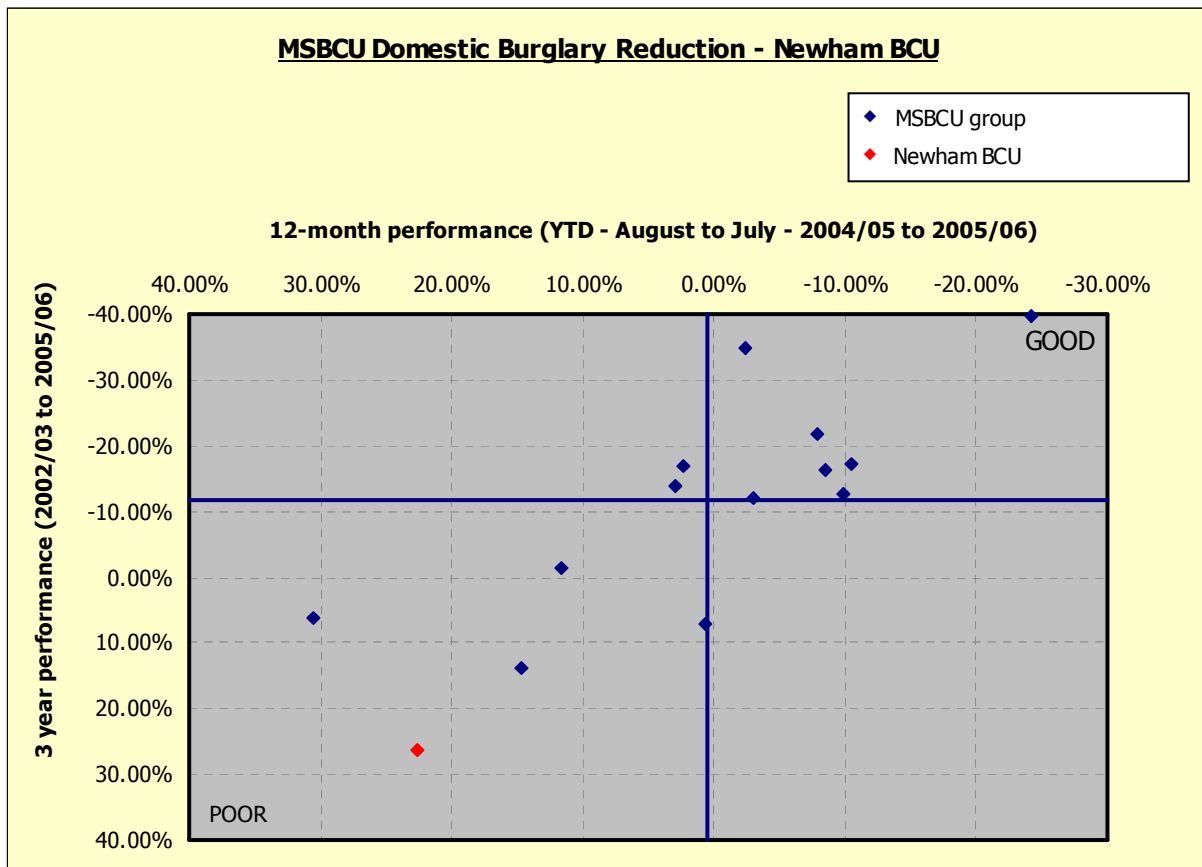
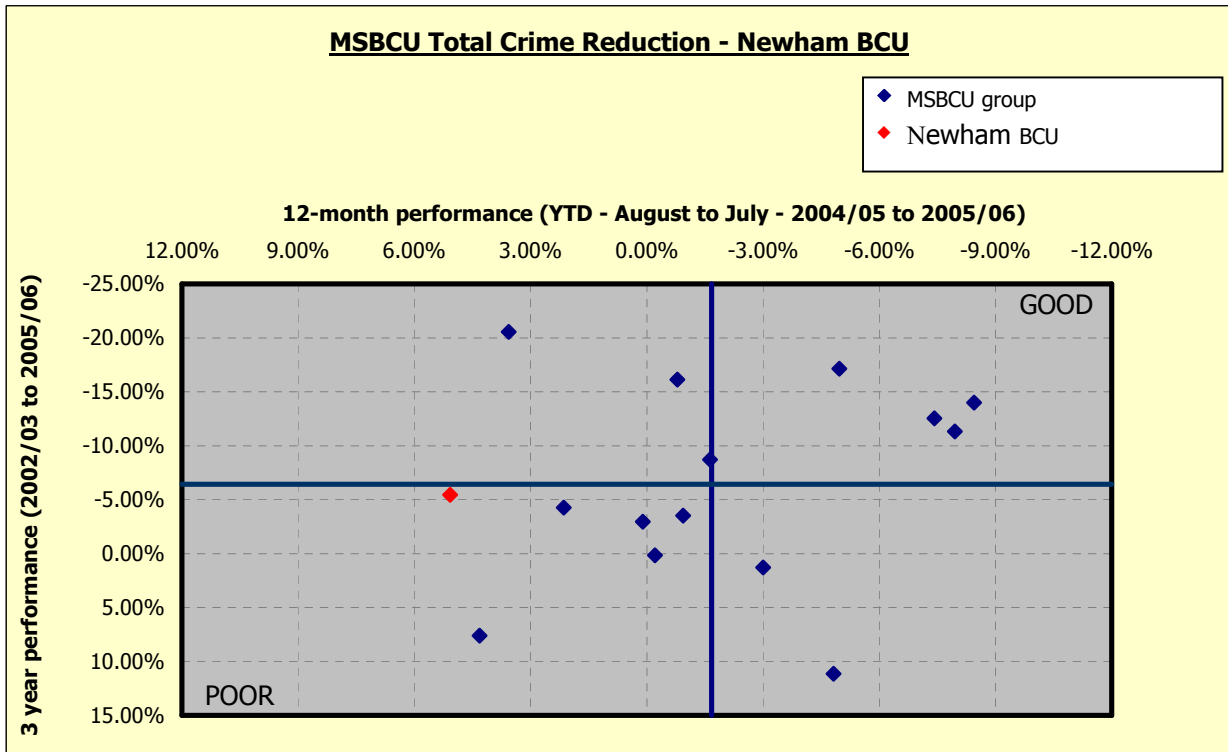


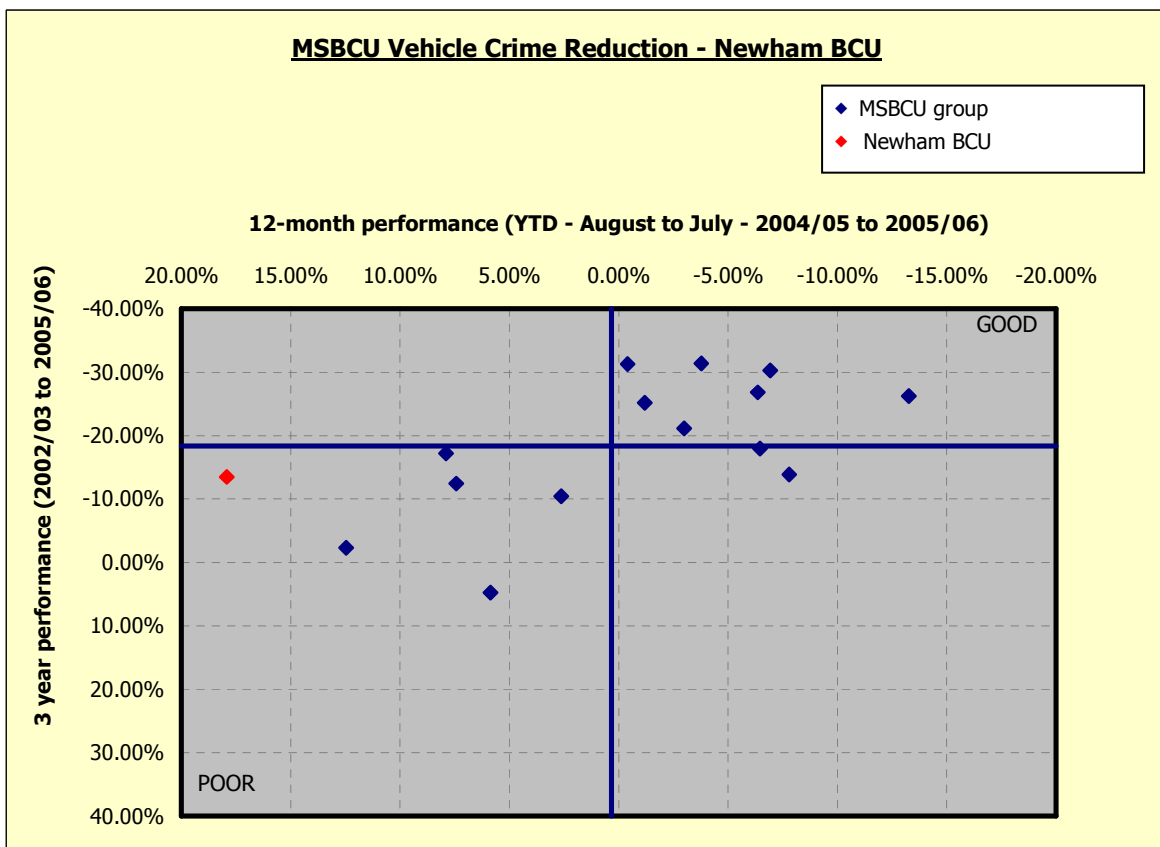
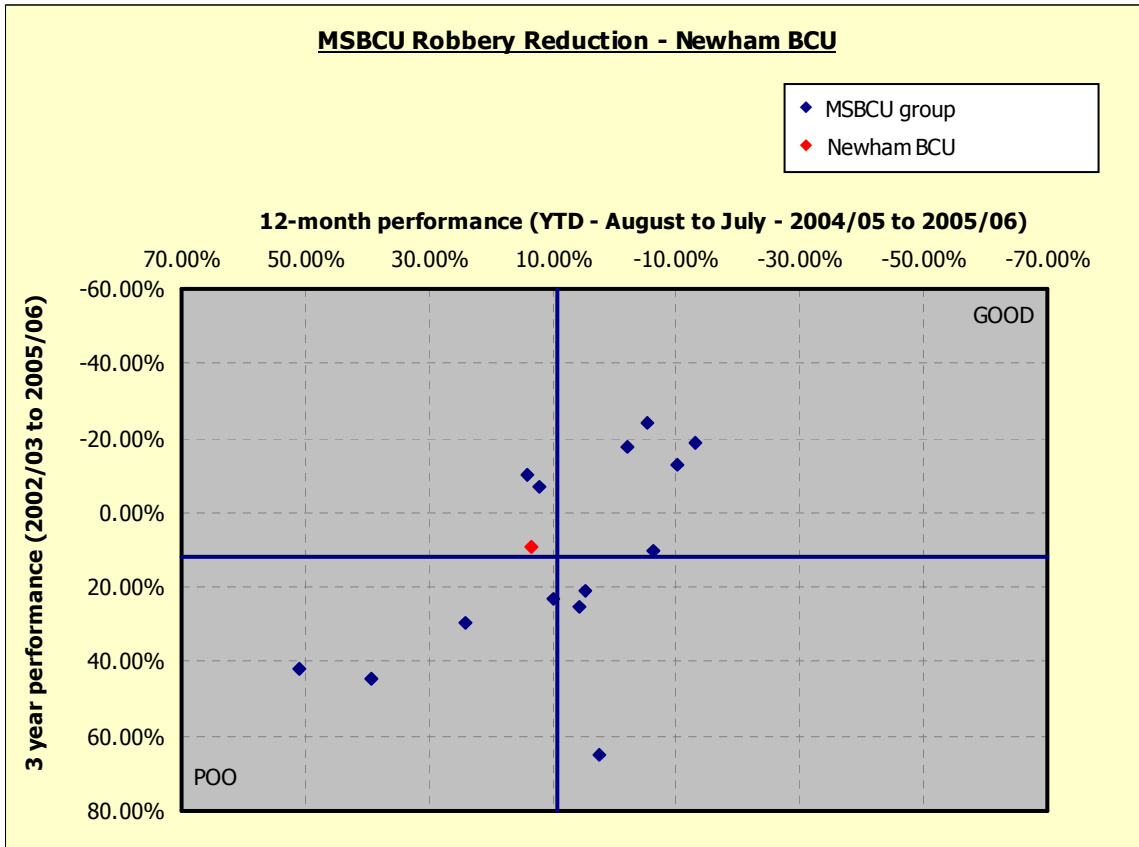
Appendix ‘B’

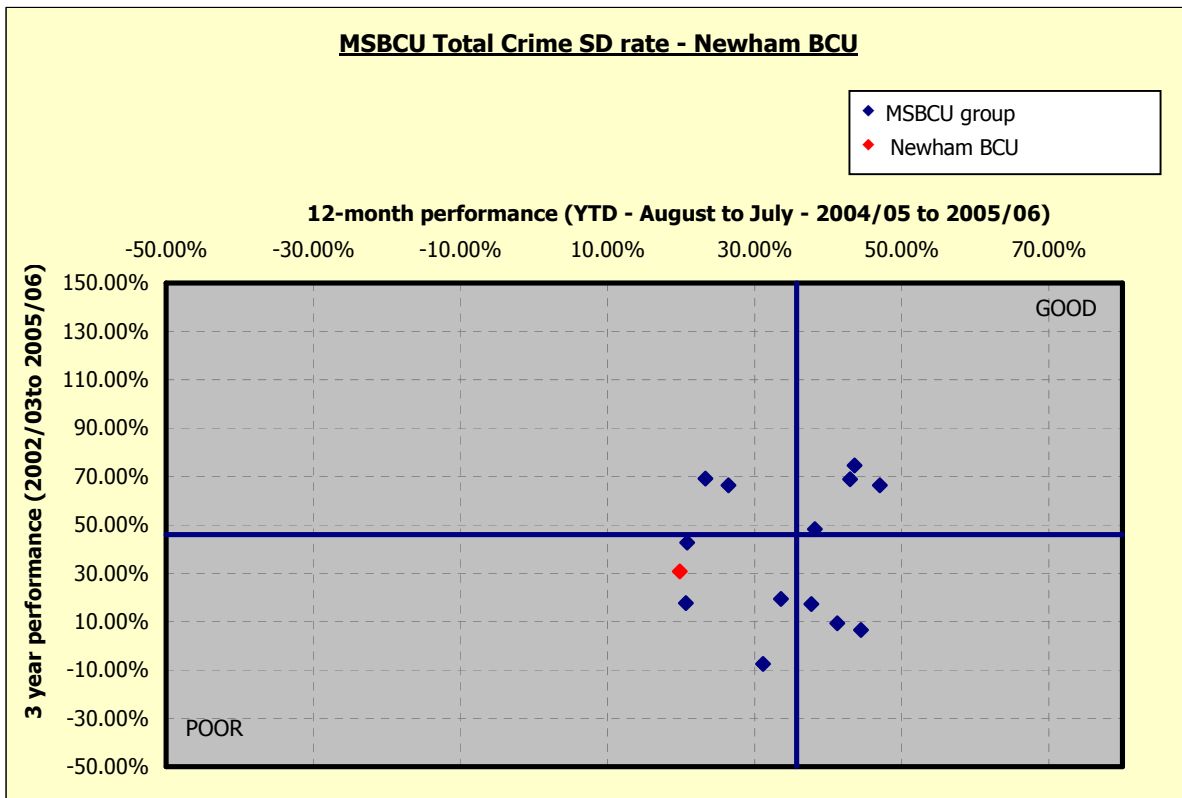
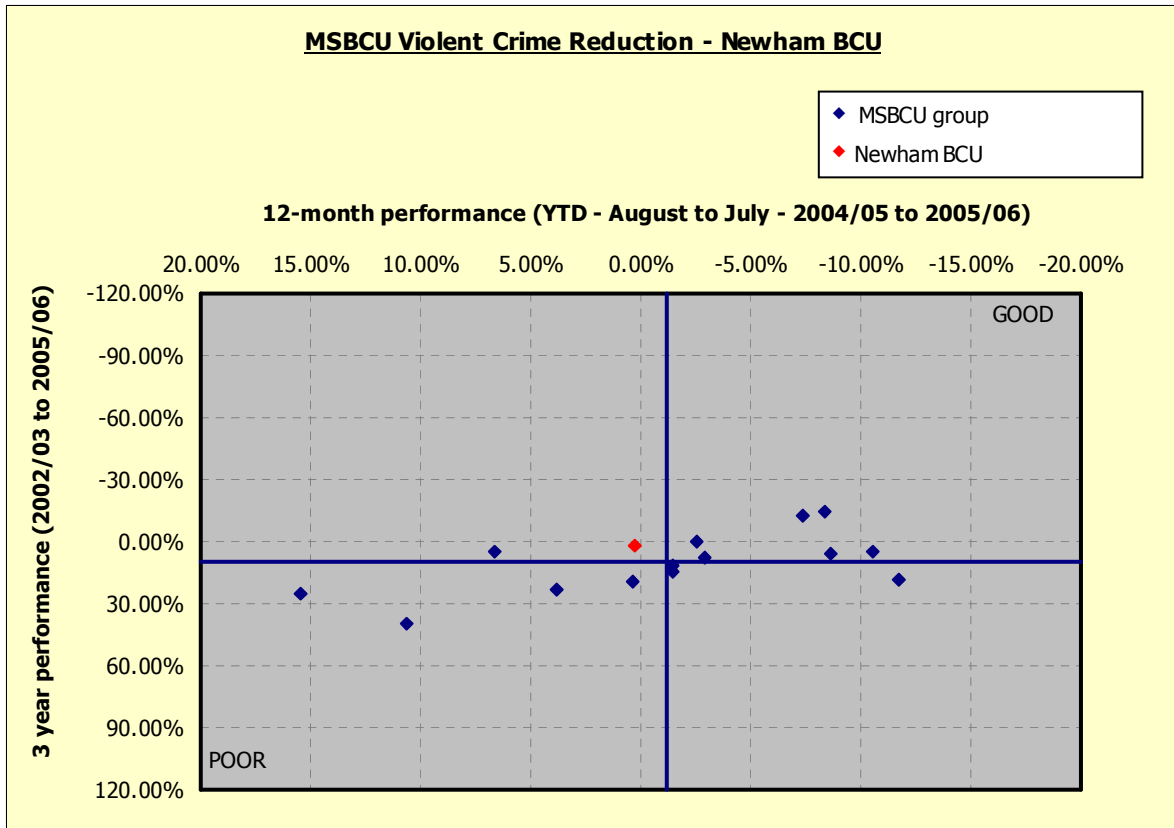
The BCU has an appropriate structure which is aligned to the Force Strategy		0 Scores	1 Scores	2 Scores	3 Scores	4 Scores	5 Scores
Q01	My role is clearly defined and contributes to the BCU and Force Strategy	6%	2%	4%	18%	49%	20%
Q02	I am set objectives which are clearly relative to my role and experience	0%	8%	6%	29%	43%	14%
Q03	Lines of accountability and responsibility within the BCU are clearly defined	4%	2%	10%	43%	24%	16%
Q04	Resources are effectively managed within the BCU including specific issues of demand and deployment	16%	20%	16%	29%	14%	4%
Q05	Throughout the BCU teams are balanced in terms of skills, experience and diversity	16%	24%	24%	20%	14%	0%
Q06	The health and safety procedures on the BCU are effective and make me feel safe in my workplace	2%	16%	24%	35%	14%	8%
The BCU has a performance culture with integrity		0 Scores	1 Scores	2 Scores	3 Scores	4 Scores	5 Scores
Q07	My manager demonstrates an interest in my performance and development	0%	6%	8%	20%	35%	31%
Q08	I receive the development I need to perform my role	2%	8%	18%	22%	33%	16%
Q09	Within the BCU, good performance is recognised and rewarded	4%	24%	29%	24%	10%	8%
Q10	Innovation is promoted and supported on the BCU	12%	22%	22%	22%	12%	8%
Q11	On the BCU there is effective use of the National Intelligence Model - resources/tasking/coordination	20%	2%	14%	35%	27%	2%
Q12	BCU managers ensure that maintaining our integrity is more important than achieving good performance	16%	22%	18%	18%	14%	10%
Q13	The BCU delivers an effective service to the community	6%	6%	20%	37%	22%	8%
Diversity		0 Scores	1 Scores	2 Scores	3 Scores	4 Scores	5 Scores
Q14	Diversity is embedded within the BCU, specifically in terms of personal values and all areas of business including selection and appointment of staff	16%	4%	4%	20%	29%	27%
Q15	Fairness at work procedures (e.g.: grievance or appeals) can be confidently used by staff on the BCU without fear of recriminations from managers	27%	8%	12%	20%	24%	8%
Q16	My manager's decisions in respect of operational issues are consistent	4%	2%	4%	18%	39%	33%
Q17	My manager's decisions in respect of disciplinary issues are consistent	16%	2%	4%	14%	35%	29%
Q18	My manager to solves problems effectively	6%	2%	4%	20%	45%	22%
Q19	My manager inspires me with confidence	0%	6%	10%	20%	39%	24%
Q20	Sickness and welfare are effectively managed within the BCU	12%	14%	14%	18%	29%	12%
Q21	Managers deal effectively with bullying	39%	4%	8%	6%	27%	16%
Q22	Abstractions from duty - other than sickness - are effectively managed within the BCU	20%	12%	24%	18%	16%	8%
Q23	There is a commitment within the BCU to staff retention	22%	33%	18%	12%	12%	2%

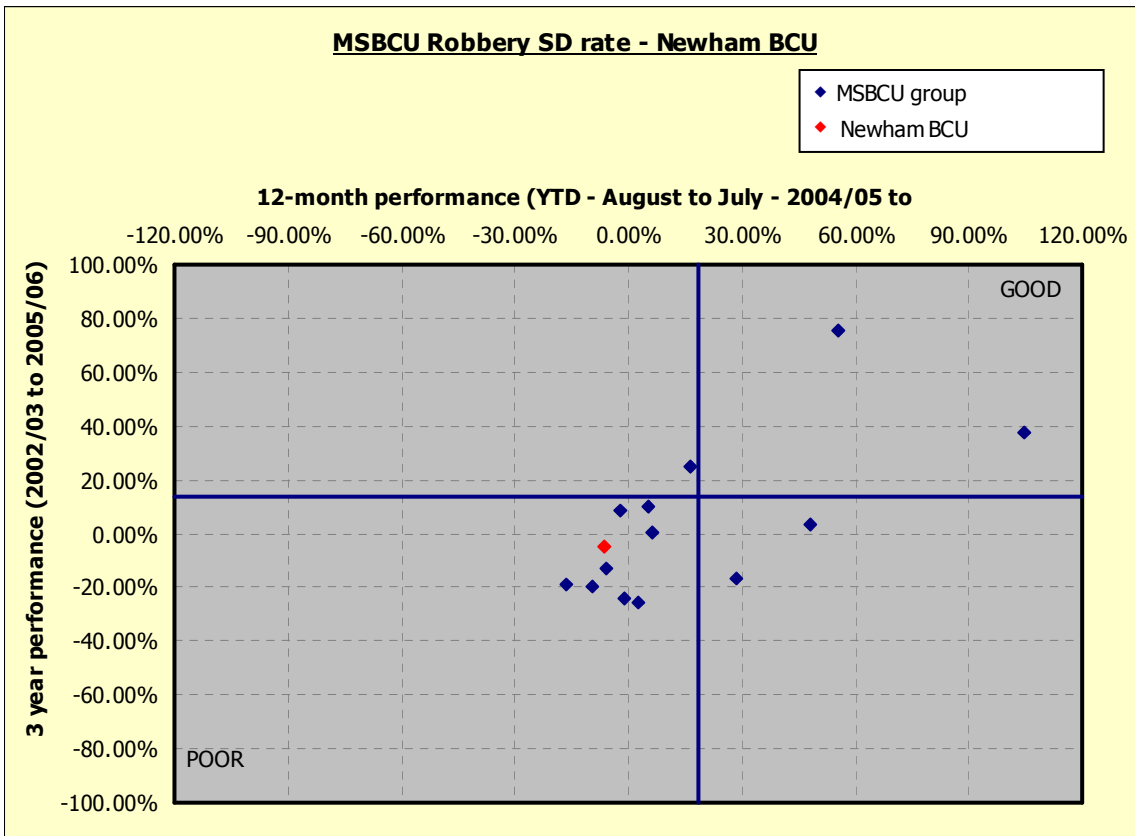
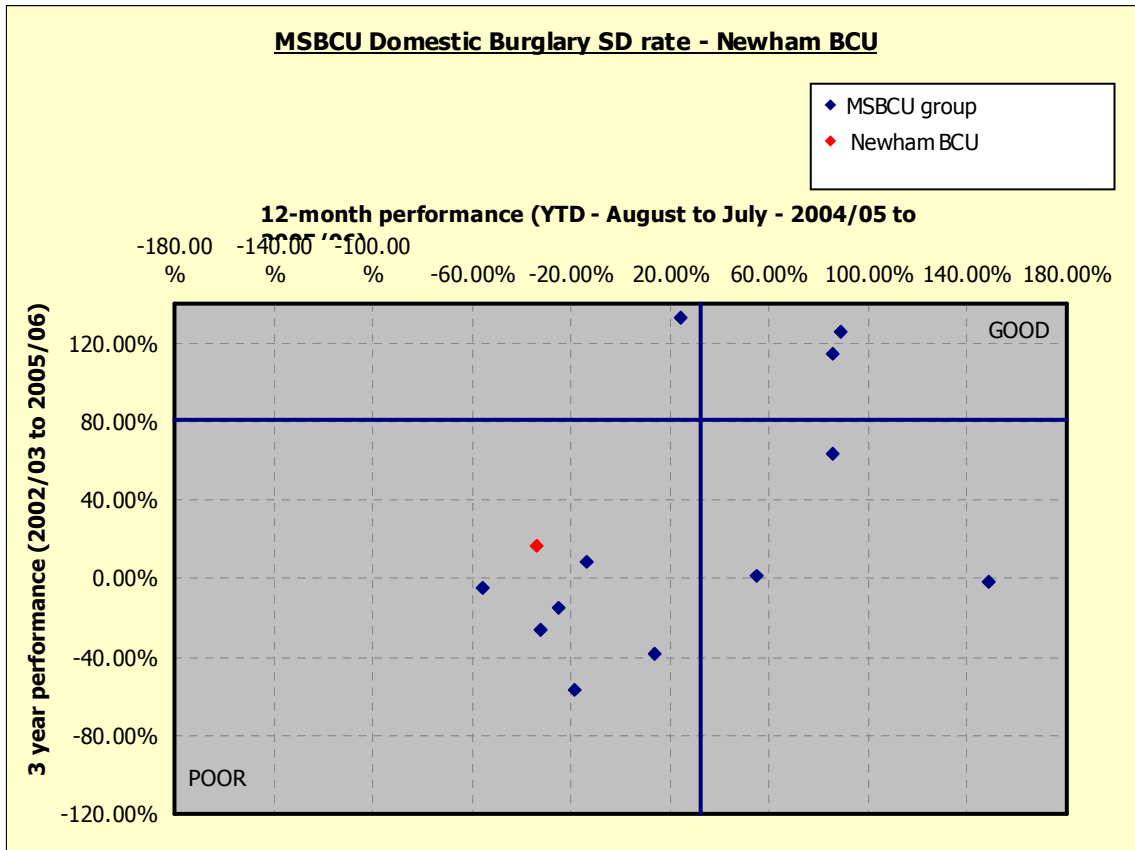
Personnel management		0 Scores	1 Scores	2 Scores	3 Scores	4 Scores	5 Scores
Q24	I have regular and meaningful contact with my line manager	0%	8%	8%	8%	49%	27%
Q25	My manager demonstrates a genuine interest in me	2%	2%	8%	27%	33%	29%
Q26	I feel that my contributions are welcomed and valued	0%	4%	14%	20%	39%	22%
Q27	My manager makes me feel proud of the service we deliver	0%	8%	14%	27%	31%	20%
Q28	My manager makes me feel trusted, valued and included	0%	4%	12%	18%	35%	31%
Q29	Training and development is allocated on the BCU according to need	8%	22%	12%	37%	14%	6%
Q30	I am encouraged to learn by my manager	0%	12%	12%	33%	27%	16%
Q31	I feel prepared for future changes	8%	24%	8%	31%	20%	8%
Q32	Coaching and mentoring is available to me if I need it	27%	14%	16%	16%	16%	10%
Q33	Personnel issues are dealt with by my manager in a relevant and timely manner	2%	0%	4%	24%	47%	22%
Communication		0 Scores	1 Scores	2 Scores	3 Scores	4 Scores	5 Scores
Q34	The BCU Commander & Senior Management Team has a high profile within BCU	14%	10%	14%	22%	29%	10%
Q35	My manager communicates relevant information to me	0%	0%	10%	16%	49%	24%
Q36	I feel that, where it is appropriate, I am consulted on matters of policy and strategy	0%	27%	18%	22%	20%	12%
Q37	My manager is available when I need to talk to him/her	0%	0%	4%	12%	47%	37%
Q38	The BCU Commander, Senior Management Team are available to staff at appropriate times	22%	20%	8%	27%	12%	10%
Q39	The BCU Commander and SMT respond in a positive way to feedback from staff	12%	27%	18%	24%	10%	8%
Q40	My manager responds in a positive way to feedback from staff	6%	2%	4%	27%	37%	24%



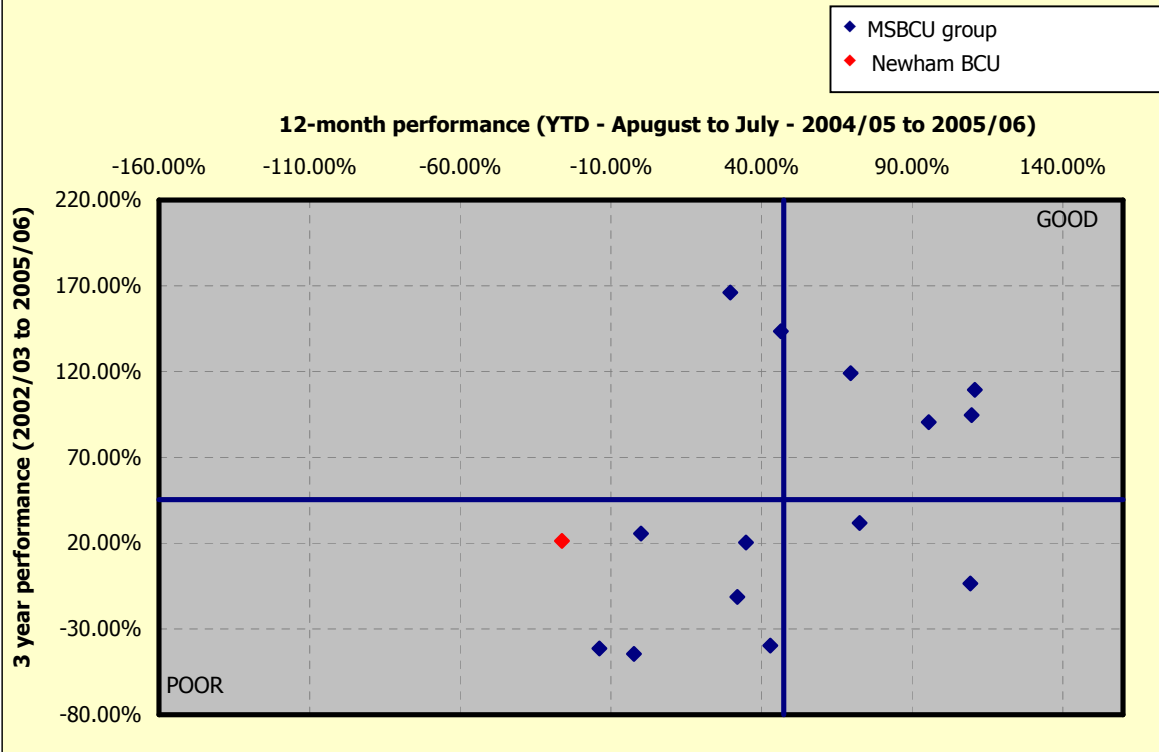




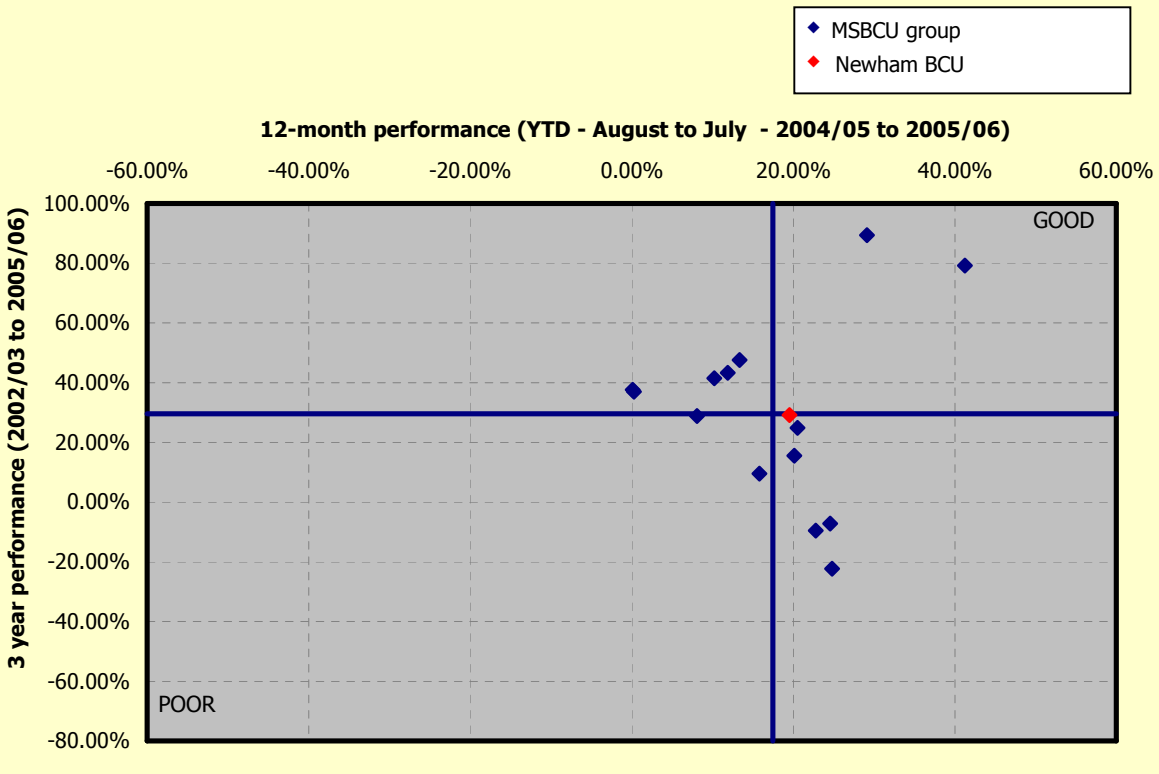




MSBCU Vehicle Crime SD rate - Newham BCU



MSBCU Violent Crime SD rate - Newham BCU



NOTIONAL CONTRACT

Purpose

This 'notional contract' follows an HMIC inspection of **Newham BCU** in the **Metropolitan Police Service**, that was conducted between the **31st July to 4th August 2006** and sets out the action required by the BCU together with the improvement outcomes required. It is between the HMI, the BCU Commander and his/her ACPO line manager.

Action Required

BCU inspection reports published by HMIC contain both recommendations and 'management considerations'. The implementation of recommendations is presumed to be a reasonable expectation, unless exceptional circumstances exist which make such implementation impossible or inappropriate. Management considerations entail more discretion, giving BCUs the option not to implement them if the BCU can show good reason why they should not be adopted.

For **Newham BCU**, HMIC requires that the following recommendations be implemented by the **1st September 2007** at the latest:

Performance Management

Recommendation (1): That the BCU builds upon its emerging performance management framework by reference to the national document entitled 'Managing Police Performance':

- Creating a simplified set of performance measures that best reflect the core activities of each unit/team in support of the BCU priorities;
- Constructing a BCU and three separate Departmental performance packs that can be used as a primary reference point for discussion at monthly meetings;
- Prescribing the frequency and framework for performance management meetings held below inspector level and police staff equivalent;
- Further development of a performance culture across every part of the BCU.

Sanction Detections

Recommendation (2): That the BCU, under the appropriate SMT lead, creates and implements a sanction detection improvement plan that includes:

- The key initiatives in this area as detailed by the MPS Operation Emerald;
- The improvement of primary investigations through publication of bespoke minimum standards for each priority crime and robust auditing to measure compliance with the same;
- Action to specifically improve the number of sanction detections achieved for TICs and FPNDs;

Consultation & Inclusion

Recommendation (3): In consultation with staff associations, that the SMT improves and builds upon existing mechanisms (e.g. 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.

Mainstreaming Safer Neighbourhoods & Problem Solving

Recommendation (4): That the BCU strongly promotes the purpose and remit of its Safer Neighbourhood Teams both internally and externally and, in line with the MPS strategy, mainstreams their activity with all other aspects of BCU business. Action taken to achieve this needs to include:

- Reviewing the structure within which the SNTs and JRT operate;
- Ensuring that the Joint Resources Group (JRG) become the sole conduit for the commission, oversight and review of all problem-solving initiatives;
- Providing problem-solving training for all SNT and JRT staff;
- Increasing joint analytical work between staff on the BIU Safer Neighbourhoods Desk and those engaged in analysis within the partnership.

Developing Proactive Capacity

Recommendation (5): 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:

- A review of the process for handling crime from the initial investigation through to disposal and work undertaken by all units involved in the investigation of crime and particularly the TIB, CPU and generic investigative teams;
- Explore ways to address the significant abstraction from core teams to backfill posts ordinarily undertaken by members of police staff;
- Further promotion of the Volunteers Scheme and Special Constabulary;
- Increased sponsorship, income generation and cost recovery activity within MPS policy;
- A review of the BCU organisational structure so as to address any anomalies that exist and to ensure that form follows function in terms of responsibilities.

In addition, HMIC expects all '**management considerations**' contained within the GL3 BCU inspection report to be implemented within the same timescale, unless the BCU can show good reason why they should not be adopted.

Improvement Outcomes

The implementation of recommendations and management considerations should ultimately lead to improvement in BCU performance. It is therefore essential that this notional contract includes expectations as to future performance that are firmly linked to force and BCU priorities.

Newham BCU is expected to meet or exceed the following performance targets **by 1st September 2007**:

- To improve MSBCU quartile positioning for its crime reduction from the time of inspection for robbery, residential burglary, vehicle crime, violent crime and total notifiable offences (all from bottom to third);
- To improve MSBCU quartile position for its sanction detection rate from the time of inspection for total notifiable offences, vehicle crime, violent crime, robbery and residential burglary (all from bottom to third).

It is acknowledged that there will be occasions when circumstances change beyond the control of either the force or the BCU Commander whereby the implementation of certain recommendations or

improvement outcomes is rendered unrealistic and void. Account will therefore be taken of these factors when the HMIC revisit is conducted within the timescale described herein.

BCU Revisit and Review

Newham BCU will be revisited by HMIC (Allington Towers, London) on or soon after **1st September 2007** to determine whether this notional contract has been fully discharged. At this 12 months stage (1st September 2007), HMIC will make an overall assessment that will fall within one of the following four options:

- 1) fully discharged;
- 2) partially discharged with further revisit scheduled;
- 3) fully or partially discharged with aspects voided; and
- 4) not discharged with PCSD referral.