

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

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

**BCU Inspection Conducted – July 2006**

**Follow-up Visit Conducted – September 2007**



## Follow up/monitoring Visits to Inspected BCUs

### Newham BCU - Metropolitan Police Service

Date of Inspection	Lead Inspector	BCU Commander	Date of monitoring visit
31 <sup>st</sup> July – 4 <sup>th</sup> August '06	C/Supt BAINBRIDGE	C/Supt JOHNSON	24-25 <sup>th</sup> Sept '07

#### 1. Performance Information

Performance Indicator	Original Inspection Performance (February 06 – July 06)	Re-visit Inspection Performance (March 07 – August 07)	Change	National Contract <sup>1</sup>	Direction
Recorded crime (TNO) Per/1000 Pop	79.31	71.94	-9.29%		√
Recorded crime (TNO) MSBCU position	15 <sup>th</sup>	12 <sup>th</sup>	+3	<12	√
Recorded crime (TNO) SD rate	16.15%	22.73%	+6.58pp		√
Recorded crime (TNO) SD MSBCU position	14 <sup>th</sup>	13 <sup>th</sup>	+1	<12	√
Residential burglary Per/1000 Hshlds	12.00	9.15	-23.75%		√
Residential burglary MSBCU position	13 <sup>th</sup>	4 <sup>th</sup>	+9	<12	√
Residential burglary SD rate	11.29%	16.57%	+5.28pp		√
Residential burglary SD MSBCU position	12 <sup>th</sup>	4 <sup>th</sup>	+8	<12	√
Robbery Per/1000 Pop	4.99	4.98	-0.08%		√
Robbery MSBCU position	14 <sup>th</sup>	15 <sup>th</sup>	-1	<12	x
Robbery SD rate	7.91%	13.46%	+5.55pp		√
Robbery SD MSBCU position	14 <sup>th</sup>	10 <sup>th</sup>	+4	<12	√
Vehicle crime Per/1000 Pop	15.57	13.89	-10.76%		√
Vehicle crime MSBCU position	15 <sup>th</sup>	15 <sup>th</sup>	0	<12	x
Vehicle crime SD rate	7.16%	6.99%	-0.17pp		x
Vehicle crime SD MSBCU position	5 <sup>th</sup>	6 <sup>th</sup>	-1	H/I	x
Violent crime Per/1000 Pop	22.28	21.89	-1.73%		√
Violent crime MSBCU position	12 <sup>th</sup>	13 <sup>th</sup>	-1	<12	x
Violent crime SD rate	19.52%	28.11%	+8.59pp		√
Violent crime SD MSBCU position	14 <sup>th</sup>	11 <sup>th</sup>	+3	<12	√

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

<sup>1</sup> Performance outcomes required within notional contract

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

2.1 In September 2006 and soon after the original inspection, a new Borough Commander was appointed. Further changes to the SMT<sup>2</sup> were made thereafter with two new Detective Chief Inspectors in October and November 2006 and a new Detective Superintendent who was appointed in March 2007. In addition and following staff consultation and research, the BCU also changed its shift pattern for uniformed officers in March 2007.

**3. Inspection Recommendations**

<b>Recommendation 1</b>	
<p>That the BCU builds upon its emerging performance management framework by reference to the national document entitled 'Managing Police Performance':</p> <ul style="list-style-type: none"> <li>• Creating a simplified set of performance measures that best reflect the core activities of each unit/team in support of the BCU priorities;</li> <li>• Constructing a BCU and three separate Departmental performance packs that can be used as a primary reference point for discussion at monthly meetings;</li> <li>• Prescribing the frequency and framework for performance management meetings held below inspector and police staff equivalent;</li> <li>• Further development of a performance culture across every part of the BCU.</li> </ul>	
<b>Action taken by BCU</b>	<b>Measurable impact</b>
<ul style="list-style-type: none"> <li>• Performance structure will be in place by mid August to cover new performance year, linking all performance meetings across portfolios to the monthly SMT Performance meeting that will become a more focussed meeting with key themes identified for specific meetings;</li> <li>• All department and team heads consulted to identify a more streamlined relevant set of performance indicators to add real weight to new performance packs that are in the process of being developed. These performance measures are more aligned with factors that will have an impact on critical success for the BCU. (See supporting docs for new team based PI's);</li> <li>• New performance packs being developed for Core teams, SNT, CID (Violent Crime/ Volume Crime), CJU and HR, based on more focussed performance indicators linked to critical success factors. Training performance statistics monitored every 3 months;</li> <li>• Weekly performance meeting culture in place by SMT, supported by new team based PI packs. Spreadsheet created for frequency of Team based performance meetings between supervisors and team staff;</li> <li>• A new performance culture will be based around a range of activities such as:</li> </ul>	<ul style="list-style-type: none"> <li>• Considerable work has been undertaken on this recommendation and the consequential positive changes on the borough were clearly evident;</li> <li>• Performance has improved across almost every key category (see above) and staff were genuinely proud of their achievements and successes. Staff generally felt valued for their work;</li> <li>• There was a sound balance between personal accountability and support that enabled performance to improve;</li> <li>• An inspection and review capability was being created to investigate areas of potential risk and to exploit opportunities for improvement;</li> <li>• A healthy performance culture was demonstrated on the BCU.</li> </ul>

<sup>2</sup> Senior Management Team

<sup>3</sup> Borough Intelligence Unit

<p>MEASUREMENT: As stated new team based PI packs for Response Teams / CID Volume and Violent / SNTs.</p> <p>IMPROVEMENT: CID currently reviewing need for 'gatekeeper' for all street crime reported prior to submission on CRIS / incentives and recognition of top performing officers within critical success goals.</p> <p>PERFORMANCE MEETINGS: based around new performance packs, weekly meetings by SMT with individual team supervisors to discuss monthly performance, minuted and action plans formulated, fast time cascading of feedback to teams, revision of daily response team briefings with greater interaction and input from the BIU<sup>3</sup>.</p> <p>REVIEW: formulation of a performance, inspection and review department (ongoing) with remit to identify, report on and recommend remedies in areas where the BCU is failing, to report directly to Ch Supt.</p> <p>COMMUNICATIONS: Clearer, more simplified methods of communicating performance and targets to BCU staff, better use of web-based information sharing on performance, feedback to SMT from staff through performance meetings with supervisors.</p>	
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**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 under that released 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;

Action taken by BCU	Measurable impact
<ul style="list-style-type: none"> <li>• Detections Officer in place recovering significant numbers of missed detections, monthly training package being developed for supervisor training and all officers across BCU;</li> <li>• Standards for robbery &amp; burglary both published for the borough during December 2006. Improvement plans for all street crime now in place (see supporting docs). A detections officer now in place to maximise on sanction detections;</li> <li>• Officer assigned to ensuring all detections are recorded promptly and correctly through monitoring of NSPIS<sup>4</sup> custody and bail management system;</li> <li>• Sanction Detection plan in respect of FPNDs, TICs, direct cautions in street and cannabis warnings to maximise overall BCU rate now in place.</li> </ul>	<ul style="list-style-type: none"> <li>• Sanction detection performance on the borough has significantly improved in almost every category (see above);</li> <li>• Staff understood the importance of achieving detections and they understood what was expected of them;</li> <li>• A range of actions have been progressed within the sanction detection improvement plan that have enhanced the overall quality of crime management, investigation and customer service;</li> <li>• Ethical crime 'housekeeping' procedures have greatly improved with some 800 missed detections being recovered by a Detections Officer;</li> <li>• The domestic violence arrest rate now exceeds the force target of 60% and sanction detection performance in this area has notably improved following a concerted effort to promote the minimum standards of primary investigation (F124d).</li> </ul>

### 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.

Action taken by BCU	Measurable impact
<ul style="list-style-type: none"> <li>• Management Support Unit (MSU) to coordinate quarterly meetings between SMT and a representative cross-section of Borough staff and staff association members. Topics to include local and MPS-wide strategic issues, corporate governance and BCU policies. BCU intranet site to be reviewed/updated to highlight good practice and proposed changes to policy, staffing and infrastructure. Key issues raised by staff on the SMT Q&amp;A Forum, and SMT responses, to be included within ad-hoc meetings. Supt to head weekly core team briefings by SMT and issue bespoke briefing packs for team/unit inspectors. Periodical BCU newsletter on intranet in process of being formulated. Ward panels now set priorities for specific neighbourhoods.</li> </ul>	<ul style="list-style-type: none"> <li>• Staff were much more engaged in the process of change and therefore attained a greater sense of ownership and commitment. This was particularly noted within the CID environment;</li> <li>• A more inclusive style of leadership was evident and this had enabled the BCU to become much more responsive to staff concerns. Staff generally valued this improved engagement and were more committed as a consequence.</li> </ul>

<sup>4</sup> National Strategy for Police Information Systems

**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.

Action taken by BCU	Measurable impact
<ul style="list-style-type: none"> <li>• C/Inspector SNT attends regular community forum meetings where profile, remit and the problem solving strategy of SNTs is discussed and promoted. This includes raising the awareness of Ward Panels as to their role within this process. Good results noted onto Met Bats etc;</li> <li>• Superintendent has conducted a review how SNT JRT are tasked and monitored. Current SN Inspector and ASB Inspector attend fortnightly JRT meeting owned by C/Inspector (LBN). This meeting uses analytical approach to set priorities for the next two weeks. The SN Inspector (together with LBN/BTP and TFL representatives) also attends the BTCCG to ensure link with the SN and JRT. Dates and times of meetings now changed to ensure crossover. Plans exchanged prior to meetings;</li> <li>• All new SNT officers receive this training on their SNT courses. At present all the PS's are trained and most of the PC'S and PCSO'S have completed their training. PSP training planned for officers in support of murder reduction;</li> <li>• More extensive partnership support and co ordination now. Partners attend weekly tasking meetings on Wednesdays. BIU attend Local Authority tasking meetings for joint tactical co ordination. Activities now linked by joint tactical analysis. Acorn Group consulted via new chair, Professor from the University of East London, with new repeat victim and information sharing system development.</li> </ul>	<ul style="list-style-type: none"> <li>• The business of problem-solving through both safer neighbourhood teams and the JRT are now much more coordinated with strong links between the TTCG and JRG meetings;</li> <li>• Problem solving activity is gathering momentum with a growing number of initiatives being progressed (F302);</li> <li>• There are signs of increased awareness of how neighbourhood policing can integrate with other operational functions on the BCU;</li> <li>• Joint analytical work is improving understanding of causation and opportunities for enduring solutions;</li> <li>• Partners are now more integrated with day-to-day operational activity.</li> </ul>

**Recommendation 5**

Under an appropriate SMT lead, that the BCU creates and implements a resource/demand management strategy and actions 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;

- Explores 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.

<b>Action taken by BCU</b>	<b>Measurable impact</b>
<ul style="list-style-type: none"> <li>• Shift roster change 02.04.07, together with SNT conditional deployment; Met duties compliance and IBO duties Resource Co-ordinator role. Due for six monthly review October '07;</li> <li>• Review of posts and opportunities undertaken in May 2007 following bedding down of new roster and postings. New SPCSO role is centrally controlled as to roll out of personnel. No new recruitment of SROs pending take up of SPCSO role.</li> <li>• The BCU has put together an article in the local Newham Magazine to raise awareness of the MPS Volunteer Programme and Special Constabulary. During November 2006 the BOCU was involved in an MPA funded Volunteer Event held at East Ham Town Hall. This event involved volunteers from over 15 voluntary, charitable and public sector organisations from within Newham. During December 2006 the BCU organised a recognition event for its volunteers at West Ham United Football Club. The event was a great success and thoroughly enjoyed by all. Also, the MVP Manager on the BCU hosts regular group supervision meetings which is an open forum for volunteers to share any relevant information concerning their volunteering experiences. There is also a guest speaker who talks about their portfolio within the Borough and how their job effects / relates to the volunteer programme. 30+ volunteers in place (20 active) with attachments to SN teams in near future. The majority are females and from various Ethnic backgrounds. Job adverts out for Olympic Volunteers to link in with BCUs. Centrally agreed targets now in place;</li> <li>• Newham are actively engaged in new applicants through Employment Support Programme within the Met also from o/s agencies and in close consultation with LBN through the 'Borough Beat', a scheme to employ LBN staff as MSC. MSC currently involved whilst in their normal occupations in 'Shop Watch' at Stratford Mall and soon also at Becton Retail Park. See E Mail re Newham's</li> </ul>	<ul style="list-style-type: none"> <li>• The new shift pattern has eased pressures upon uniform staff by ensuring a closer fit between resources and demand. This, in turn, has enabled more time/effort to be devoted to improving the quality of primary investigations and action at the scene of crimes/incidents;</li> <li>• Considerable work has been undertaken to ensure that the transition to MetCall was achieved with a minimum of disruption and that the workload associated with a significant number of previously unrepresented calls is offset by improved command and control working practices. Open incident lists are now down to a manageable level of about 20 calls on each shift (compared to over 50 previously).</li> </ul>

<p>inclusion in Police Staff Specials Road show in April;</p> <ul style="list-style-type: none"><li>• An Acquisitive Crime/Violent Crime structure has been introduced within the CID to reflect the core types of criminal activity in the borough.</li></ul>	
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**4. Monitoring assessment and follow-up action**

<p>Have all recommendations been accepted and acted upon?</p>	<p>All recommendations accepted. R1, R2 and R3 have been fully implemented with further ongoing work to complete the implementation of R4 and R5.</p>
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<p>Has the remedial action/implementation plan led to demonstrable improvement?</p>	<p>Yes. Improvements have been evidenced within all the areas influenced by the recommendations. This is most notable for sanction detections and performance management. Staff morale has also greatly improved with positive attitudes clearly evident.</p> <p>Notwithstanding these gains, the BCU needs to maintain its momentum within the context of a rapidly changing demographic profile and an increasingly challenging financial environment. The BCU also need to ensure that its successes in sanction detections are matched by similar gains in crime reduction thereby creating a dividend in increased capacity. HMIC therefore encourage the BCU to continue its innovative work in tackling violent crime that concerns members of the Eastern European community and to act upon the following issues:</p> <ul style="list-style-type: none"><li>• The need to enhance the quality of primary investigations into robbery, taking due account of the analytical assessment of its enduring features;</li><li>• To maximise the use of intelligence through initial submission, targeted intelligence interviews, performance measures and, in liaison with the MPS, to overcome ongoing issues concerning the use of CrimInt Plus<sup>5</sup>;</li><li>• To further develop the PPO scheme by formalising the involvement of SNT for ward-based individuals and establishing clear tactical ownership of pan-BCU PPOs who pose the greatest threat;</li><li>• To create and drive through the implementation of a demand/resource management action plan (with outcome-based PIs) that aims to release additional capacity in the months ahead;</li><li>• To increase the volume and quality of problem-solving interventions for SNT staff alongside (where appropriate to the ward) links with borough priorities.</li></ul>
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<sup>5</sup> Next generation Intelligence System for MPS

Revisit of Newham BOCU (12 Months) – Metropolitan Police Service  
September 2007

<p>Has performance in relation to national/local targets improved? If not, are the reasons for deterioration understood (eg, transition to National Crime Recording Standard) and being addressed?</p>	<p>Six of the ten specified notional contract outcomes have been met. A further two are on course towards being met (vehicle crime reduction and TNO sanction detections). The remaining two (robbery and violent crime reduction) remain challenging but the BCU has evidenced its action plans and activity to address the issues.</p> <p>A detailed summary is set out in Section 1 within this report.</p>
<p>Have any problems arisen since the Inspection that are likely to affect performance and merit further scrutiny by HMIC?</p>	<p>No.</p>
<p>Other than notification of monitoring outcome to regional office (lead staff officer), is any further action required by HMIC Inspection team – eg, contact with PSU?</p>	<p>No.</p>

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