

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

**Follow-up Visit to Waltham Forest BCU
Metropolitan Police Service**

BCU Inspection Conducted – September 2005

Follow-up Visit Conducted – September 2006



Follow up/monitoring Visits to Inspected BCUs

Waltham Forest BCU - Metropolitan Police Service

Date of Inspection	Lead Inspector	BCU Commander	Date of final report	Date of monitoring visit
12-16/09/05	Peter DAVIS	C/Supt George CLARK	Sept 05	21-22/09/06

1. Performance Information

1.1 Summary data after six and 12 months since the inspection

Performance indicator	Original Inspection Performance (Aug04 - Jul05)	6mth Re-visit Inspection Performance (Nov05 – Jan06)	Change After 6 Months (% pts)	12mth Re-visit Inspection Performance (Aug05 – Jul06)	Change After 12 Months (% pts)	Direction
Recorded crime (TNO) reduction	+6.4%	+8.6%	+2.2%	+0.1%	-	N/C
Recorded crime (TNO) MSBCU position	10/15	12/15	-2	8/15	+2	√
Recorded crime (TNO) sanction detection rate	11.71%	16.26%	+4.55%	17.84%	+6.13%	√
Recorded crime (TNO) SD MSBCU position	15/15	9/15	+6	10/15	+5	√
Residential burglary reduction	-5.1%	-19.5%	-14.4%	+2.91%	-	X
Residential burglary MSBCU position	5/15	3/15	+2	7/15	-2	X
Residential burglary sanction detection rate	6.11%	8.15%	+2.04%	9.43%	+3.32%	√
Residential burglary SD MSBCU position	14/15	14/15	N/C	13/15	+1	√
Robbery reduction	+55.1%	+40%	-15.1%	+9.77%	-	X
Robbery MSBCU position	15/15	11/15	+4	12/15	+3	√
Robbery sanction detection rate	6.19%	8.39%	+2.2%	9.12%	+2.93%	√
Robbery burglary SD MSBCU position	15/15	15/15	N/C	14/15	+1	√
Vehicle crime reduction	+16.3%	+23.3%	+7%	-7.29%	-	√
Vehicle crime MSBCU position	12/15	12/15	N/C	13/15	-1	X
Vehicle crime sanction detection rate	2.4%	2.67%	+0.27%	3.19%	+0.79%	√
Vehicle crime SD MSBCU position	15/15	15/15	N/C	12/15	+3	√
Violent crime reduction	+9.7%	+19.8%	+10.1%	+3.86%	-	X
Violent crime MSBCU position	9/15	13/15	-4	9/15	N/C	N/C
Violent crime sanction detection rate	18.03%	18.94%	+0.91%	20.46%	+2.43%	√
Violent crime SD MSBCU position	12/15	13/15	-1	12/15	N/C	N/C

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

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

2.1 There have been a number of changes to the SMT following the original BCU inspection conducted in September 2005. The Detective Superintendent arrived in November 2005 and both the BCU Commander and the Superintendent (Operations) arrived in January 2006. A Business Manager has recently been appointed and, following the six-month revisit, a superintendent temporarily fills the position of BCU change manager.

- 2.2 Other relevant changes include the:
- temporary closure of the already limited custody facilities (only 15 cells) for three weeks whilst amelioration works are undertaken;
 - switch of command and control facilities to the MPS C3i arrangements in July 2007; and
 - planned acceptance of NSPIS Custody in October 2006.

3. Inspection Recommendations

Recommendation 1	
<p>That the eSMT conducts a review of the current BCU structure to see what scope exists for rationalisation. The underlying objective of the review should be to identify officers for the safer neighbourhoods and to identify further dedicated resources for proactive crime related duties.</p>	
Action taken by BCU	Measurable impact
<ul style="list-style-type: none"> • A full rationalisation took place following an all day BWT-oriented SMT meeting held in January 2006. A single superintendent now commands all operations (except for SNTs which are temporarily under a separate superintendent until established) whilst a superintendent coordinates the ongoing change management issues; • Safer Schools staff are now aligned with the Safer Neighbourhood Teams (SNTs) under a single chief inspector. All SNTs have been established in accordance with the MPS resourcing model for SNTs; • Following a review of all internal posts, the Priority Crime Unit is now wholly dedicated to proactivity as is the crime squad and motor vehicle squad, giving 38 staff dedicated for proactive work. The new core team shift pattern includes a proactive week with 8-hour shifts. 	<ul style="list-style-type: none"> • This change supports BCU core business and change requirements. It represents a pragmatic solution for the BCU which maximises performance improvement whilst coordinating ongoing change issues; • The BCU now has a potent proactive capability that is seldom abstracted from its core business. This has resulted in tasking and proactive operations being actioned that would previously have stalled for want of appropriate resources; • Staff on SNTs are routinely engaging in problem-solving work with neighbourhood panels established alongside Key Individual Networks (KINs). Communities are being engaged with a pragmatic balance between tackling local issues and the BCU priorities as informed by the control strategy.

Recommendation 2	
That the eSMT conduct an immediate review of the current shift rota worked by response officers with a view to the introduction of a rota that better reflects the demand profile of the BCU.	
Action taken by BCU	Measurable impact
<ul style="list-style-type: none"> • A full review of the shift roster has taken place. Staff have since voted overwhelmingly in favour of a new roster that meets the demands of the BCU and provides the opportunity for more taskable resources. The roster was implemented in July 2006; • A tasking manager function has been created to maximise proactive opportunities across the BCU and particularly from the core teams; • Work is still ongoing re the formation of dedicated CAD and Custody Teams working rosters, which support their functions. 	<ul style="list-style-type: none"> • The new shift pattern now mirrors the demand profile of the BCU much more closely and, through a better distribution of resources, has created more capacity for proactive work and increased staff satisfaction on the core teams; • Compliance issues are being closely monitored and staff are generally responding positively to the proactive opportunities presented. • The changes have been implemented in an inclusive and consultative way with meaningful dialogue between the SMT and staff. This has promoted ownership of issues and a positive performance culture amongst staff.

Recommendation 3	
That: <ul style="list-style-type: none"> ▪ The eSMT obtains NIM training for itself and for managers within the BCU down to inspector or police staff equivalent. ▪ Awareness training is thereafter cascaded to every member of staff within the BCU (including members of the MSC). ▪ The NIM action plan currently being prepared by the BCU is subject to a thorough and immediate review by an external expert. ▪ A NIM champion is nominated from within the eSMT responsible for driving the process forward. 	
Action taken by BCU	Measurable impact
<ul style="list-style-type: none"> • Supt (Operations) is the NIM champion for the BCU; • Awareness training has been conducted at Response and CID team briefings and is ongoing. Suitable staff have also received advanced NIM training; • BIU structure and action plan has been examined by TPHQ. The BCU is now NIM compliant; • A Higher Analyst has recently been recruited albeit there are now two FIO vacancies. 	<ul style="list-style-type: none"> • A considerable amount of work has been progressed in a short space of time against this recommendation and the BIU has gained significant credibility amongst staff. • The control strategy drives the BCU's proactive focus (70-80%). Staff reported great improvements in the quality of tasking and briefing material. A new SN desk has been established to support proactivity on the 20 safer neighbourhoods and the new partnership tasking forum (TJAG) which coordinates such proactivity with partners; • The PPO function will eventually need to be integrated within the BIU

	<p>so as to maximise the links with intelligence and fast-track interventions. This should serve to simplify the interventions taken against individuals, which need to be managed through a single PPO system with a hierarchy of offenders;</p> <ul style="list-style-type: none"> • Analytical products are improving and proactive capacity has greatly increased. Predictive analysis is developing and the DIM/DMM has become a dynamic and forward-looking group that coordinates and generates hot tasking activity.
--	---

Recommendation 4	
<p>That:</p> <ul style="list-style-type: none"> ▪ The eSMT ensure continuity in the post of BIU detective inspector. ▪ In consultation with HQ everything possible is done to fill all existing vacancies within the unit. ▪ More flexible working practices are introduced within the unit to aid the production of more timely briefing material. 	
Action taken by BCU	Measurable impact
<ul style="list-style-type: none"> • The BIU has an improved structure and is now producing quality taskable products for all BCU units with proactive capacity; • The Detective Inspector (Intelligence) was subject of two-year tenure and has been instrumental in driving much of the improvement activity. She has recently been replaced following her posting to a new role. The risks associated with this change are being mitigated by increased support from above and below the post alongside policies that underpin key processes; • The briefing strand within the BIU is now fully staffed and products have greatly improved. • Daily Intelligence Meeting has been re-scheduled to 9.30am and is followed by the Daily Management Meeting which commences at 10.30am each day. 	<ul style="list-style-type: none"> • The BIU leadership has enjoyed a positive and fresh impetus since the inspection that is continuing to gain momentum. Analysts have been recruited and the BIU has been restructured and is correctly resourced (aside from two vacant FIO posts); • Briefing and tasking material has significantly improved and this is continually being enhanced to meet the needs of the various audiences via the MetBats system; • There is a growing and positive intelligence culture on the BCU that has thrived since the BCU increased its proactive capacity to respond to tasking arising from intelligence gathered.

4. Monitoring assessment and follow-up action

<p>Have all recommendations been accepted and acted upon?</p>	<p>Yes.</p>
<p>Has the remedial action/implementation plan led to demonstrable improvement?</p>	<p>Yes. At the time of the first revisit, due to the scale of work required, the inspection team suggested that the change programme could be segmented into three core stages:</p> <ul style="list-style-type: none"> • firstly, that of team building (starting with the SMT), change management and governance arrangements; • secondly changes to core structures, systems and processes; and • thirdly, enduring changes to the BCU culture. <p>The SMT has worked tirelessly to progress improvements and, as detailed above, are nearing the completion of stage two with positive signs of an improved culture (stage three) starting to emerge. The performance management framework (PMF) is having a positive impact upon performance. Such progress over just 12 months is to be congratulated.</p> <p>Further gains could be achieved by tackling the following issues:</p> <ul style="list-style-type: none"> • Exploring alternative options to alleviate capacity limitations within custody suites, including different methods of case disposal and temporary arrangements with Essex Police; • Providing a template for the PMF for performance meetings from inspector (and equivalents) and below, with management dip-sampling actions arising; • There is a need to coordinate the roll-out of problem-solving training for SNT staff as few have received any. Clarification is required on the correct use of F302 and PATPs for problem-solving initiatives; • Managing demand, including an increase in the proportion of crimes investigated by telephone and sanction detections taken by TICs; • Whilst minimum standards of primary investigation for most priority crimes have been published, the levels of compliance against these needs to be systematically monitored, until acceptable levels are reached;

<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>Yes -see table above. It is also relevant to note the performance improvement enjoyed by the BCU over the past 6 months (i.e.; since April 2006). In terms of crime reduction, performance during this period has exceeded that for the past 12 months (i.e.; as shown above) in every category except for vehicle crime. Indeed, the table clearly illustrates that Waltham Forest BCU has improved upon either its raw performance or its MSBCU position in every category except residential burglary where, after a 2.9% rise, the BCU continues to sit within the acceptable second quartile of its MSBCU group. That said, there remains scope to move up the MSBCU table in all other categories and the BCU is clearly progressing towards this objective.</p>
<p>Have any problems arisen since the Inspection that are likely to affect performance and merit further scrutiny by HMIC?</p>	<p>None.</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 – all recommendations have been discharged.</p>

John BAINBRIDGE
Chief Superintendent
HMIC (Allington Towers, London)