

HM Inspectorate of Constabulary London and the BTP Office

Inspection of Wandsworth BCU Metropolitan Police Service (MPS)

John Bainbridge
Chief Superintendent
HMIC (London & BTP)



CONTENTS

	Page
1. Executive Summary	1
Recommendations and Good Practice	2
2. Introduction	4
Methodology	5
3. The MPS Context	6
4. Wandsworth BCU¹ Context	7
Diversity Statistics	8
The Leadership Audit	9-13
5. BCU Performance	14-16
6. What We Found	17
<i>The Baseline Assessment Frameworks</i>	17
Leadership and Direction	18
<i>Leadership</i>	18
<i>Performance Management and Continuous Improvement</i>	19-20
Citizen Focus	20-21
<i>Fairness and Equality in Service Delivery</i>	20
<i>Neighbourhood Policing and Problem Solving</i>	20
<i>Customer Service and Accessibility</i>	21
<i>Professional Standards</i>	21
Reducing Crime	21
<i>Volume Crime Reduction</i>	21-22
Investigating Crime	22
<i>Managing Critical Incidents and Serious Crime</i>	22
<i>Tackling Serious and Organised Criminality</i>	22
<i>Volume Crime Investigation</i>	23-24
<i>Improving Forensic Performance</i>	24-25
<i>Narrowing the Justice Gap</i>	25
Promoting Safety	26
<i>Reducing Anti-Social Behaviour</i>	26
<i>Protecting Vulnerable People</i>	26
Providing Assistance	27
<i>Call Management</i>	27
<i>Providing Specialist Operational Support</i>	27

¹ Basic Command Unit

	page
Resource Usage	28
<i>Human Resource Management</i>	28
<i>Training, Development and Organisational Learning</i>	28
<i>Race and Diversity</i>	28
<i>Resource Management</i>	29
<i>Information and Communication Technology Management</i>	30
<i>National Intelligence Model</i>	30-31

APPENDICES

Appendix ‘A’	Wandsworth Organisational Structure	32
Appendix ‘B’	Leadership Audit Survey Results	33-34
Appendix ‘C’	Performance Charts – Boston Boxes	35-39
Appendix ‘D’	Notional Contract	40-42

1. Executive Summary

- 1.1 Wandsworth BCU is the largest of 13 boroughs that make up Inner London and covers an area of 13.2 miles situated to the south west of the Thames. It comprises several distinctly different residential and business communities including that of Wandsworth, Tooting, Battersea, Putney and Earlsfield alongside a number of sites that are of significant policing interest such as Wandsworth Prison, Battersea Heliport, St George's Hospital and Battersea Power Station. This presents a range of policing challenges ranging from tackling residential burglary and vehicle crime to addressing concerns of anti-social behaviour.
- 1.2 The BCU is led by a substantive chief superintendent who took up the command in July 2007. He is an experienced officer with some 32 years service, having previously worked in the adjacent borough of Lambeth. He is supported by two superintendents, five chief inspectors and three Band D members of police staff (human resources, finance and criminal justice). The Senior Management Team (SMT) is located at Battersea Police Station, the most northern tip of the borough.
- 1.3 Performance against the key priorities has been mixed over the past three years with some excellent reductions in crime that contrasts starkly with relatively (i.e. against the MSBCU group) low sanction detection performance. Specifically, the BCU is currently positioned in the top quartile for TNO², vehicle crime and violent crime reduction, whilst residential burglary reduction sits within the second quartile and robbery reduction is within the third quartile of the MSBCU group. Indeed, the BCU are to be congratulated for reversing a 78% increase in residential burglary to 17.9%, with a continuing downward trend. Conversely, sanction detection performance for every one of the above categories of crime currently sits within the bottom quartile of the MSBCU group. This clearly presents some significant challenges for the BCU.
- 1.4 The BCU must now sustain its achievements in crime reduction whilst addressing sanction detection performance as described above. Key to this will be the pursuit of the borough's ongoing programme of change management that now needs to include activity to improve BCU communication and governance arrangements, sanction detection improvement, resource/demand management, development of key NIM processes and enhancement to the BCU performance management arrangements. The detail of this work is set out within the five recommendations detailed below and within the areas for improvement (AFIs) also set out within this report.
- 1.5 This programme of change will need to be implemented within tight fiscal constraints. It must therefore be strongly led, prioritised and coordinated with the capacity releasing changes quickly implemented, to enable any consequential dividend to be secured and realised for other initiatives. Change will therefore need to be inclusively progressed and communicated consistently and concisely to a workforce that is already working hard to improve community safety in Wandsworth.
- 1.6 Under the leadership of its new borough commander, there have been some marked improvements over the past six months (e.g. burglary reduction, SMT accessibility, etc). They

² Total Notifiable Offences
Page 1 of 45

have therefore demonstrated the potential for further improvement and the 'green shoots' of improvement are starting to emerge. This momentum must now be galvanised to secure further improvements that will, alongside many existing successes, make Wandsworth a safer place to live and work.

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.

Recommendation (1): Communication and Governance Arrangements

To improve the range of mechanisms for effective governance and communication across the BCU by activity that includes:

- The clarification of roles and responsibilities of teams/units;
- The use of a single and accessible repository for the terms of reference, minutes and action sheets from key BCU meetings;
- Improved and proportionate staff inclusion in the process of change making full use of the recently established Wandsworth Improvement Team (WIT);
- The creation of a communication strategy (internal and external) that ensures a consistent and reliable mechanism for communicating key changes to staff;
- A restatement of the borough's policing style that promotes a cohesive workforce that appreciates how the various teams, disciplines and capabilities complement each other.

Recommendation (2): Sanction detection Improvement

To increase the BCU sanction detection performance by building upon the many strengths identified in this inspection and specifically to include the following:

- The use of a dedicated group to coordinate and drive forward sanction detection improvement activity against the current plan until such time as performance has notably improved in this area;
- Improved knowledge and use of PNDs as a sanction detection disposal option;
- In liaison with the BFM, to improve the mechanisms for the timely forensicisation of theft from motor vehicle offences;
- To improve the quality and supervision of primary and secondary investigations (against minimum standards) for those crimes investigated by non-specialist units;
- To reintroduce a dedicated Beat Crimes capability as soon as possible.

Recommendation (3): Performance Management Arrangements

To enhance the current BCU performance management framework so as to increase accountability, performance information and continuous improvement and to specifically include:

- The recreation of a BCU level capacity to provide team-based performance information and to conduct focused audits/inspections against perceived areas of risk and opportunity;
- To review and refine the existing performance measures for teams so as to create a

simple, understandable set of indicators that reflect the qualitative and quantitative performance expectations of each team;

- The introduction of a generic framework for performance management at and below inspector (and police staff equivalent) level.

Recommendation (4): Resource/Demand Management

To increase proactive capacity, efficiency and productivity by improving the way in which resources and demand is managed and to include:

- Improving and communicating the way the IBO functions, through the introduction of a user group that includes IBO and core team staff;
- The introduction of performance measures for the IBO and the consistent and active application of conditional deployment for SNT staff;
- The full implementation of the MPS 'Responding Safely Together' initiative;
- An inclusive review of variable minimum strengths on uniformed core teams to ensure that they reflect the evidenced demand, staff capacity (benchmarked with other similar MPS boroughs) and the implementation of MPS policy for single patrol;
- Increased telephone investigation activity without prejudice to opportunities to improve sanction detection performance.

Recommendation (5): The Development of Key NIM Processes

To enhance the way in which the key NIM processes on BCU function. Specifically, this needs to include:

- Clarification of the purpose, functionality and key products from the Daily Intelligence Meeting (DIM) and the Daily Management Meeting (DMM), in such a way as to make the meetings complimentary;
- Improved use of targeted intelligence interviews;
- Review and clarification of the borough PPO scheme, so as to improve its implementation, coordination and tactical execution within a single scheme, that effectively uses intervention plans for each individual;
- To increase proactive capacity as part of the dividend to be realised from the implementation of recommendation (4) above.

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

- Work to dismantle/disrupt the 'SUK' gang (para. 6.10);
- The Targeted Youth Support Team (para. 6.5);
- The CJU Photographic Surgery (para. 6.13).

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.

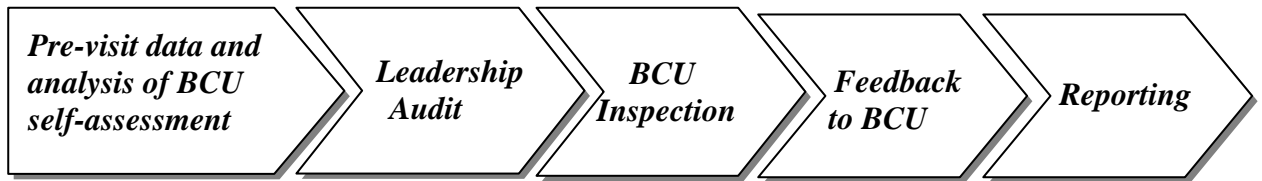
Box A – Aims of BCU Inspections

- **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 Wandsworth BCU in the Metropolitan Police Service was conducted between 21st and 25th January 2008. 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 Wandsworth BCU for the co-operation and assistance provided to members of the inspection team.

Methodology

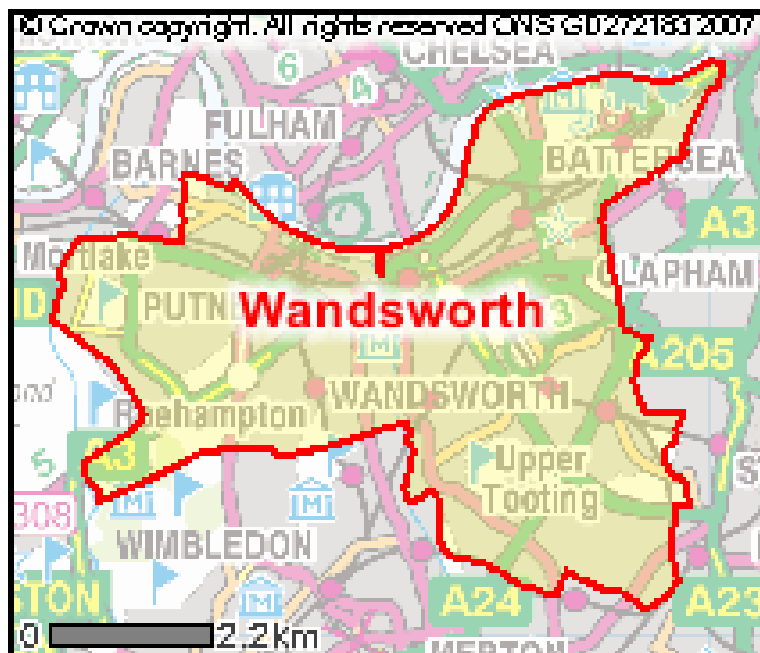
2.5 The Inspection of Wandsworth BCU consisted of the following core stages:



2.6 During the Inspection, a total of 24 structured interviews and focus groups were conducted, involving over 108 individuals. Other staff members and partnership agency representatives were interviewed during the two visits to workplace settings. Representatives from the Wandsworth Community Safety 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 Wandsworth BCU is located within South London and the Metropolitan Police District (MPD), forming part of the South West Link Group.



4. The BCU Context – Wandsworth

- 4.1 The London Borough of Wandsworth is the largest of the thirteen boroughs that make up inner London, covering an area of 13.2 square miles. Wandsworth is located between Lambeth to the east, Merton to the south, Richmond Upon Thames to the west and across the Thames to the north, Hammersmith and Fulham, Kensington and Chelsea and the City of Westminster.
- 4.2 Chelsea, Albert, Battersea, Wandsworth and Putney bridges all join the southern bank of the Thames in Wandsworth. The A3 runs diagonally through the borough from Clapham in the north-east to the border with Richmond Borough in the south west.
- 4.3 The borough has eight railway stations, including Clapham Junction, the busiest railway station in the country. The railway network through the borough carries a large amount of commuter traffic to Waterloo and Victoria from Hampshire, Surrey, Sussex and Gatwick Airport. The borough also has six underground stations on the District and Northern lines. St Georges and Springfield Hospitals are located on the borough. St Georges is one of the largest teaching hospitals in the country and houses the National Blood Transfusion site for South London. Each year it treats almost 100,000 patients in A&E. Springfield Hospital is part of the St Georges Mental Health Trust and is the centre for the treatment of all mental health and social care across 5 boroughs. It has over 700 beds for mental health patients and dealt with over 3800 admissions last year.
- 4.4 The primary commercial centres of the borough are situated at Wandsworth town centre in the north, Tooting town centre in the south and at Clapham Junction. There are smaller shopping areas at Putney, Battersea, Earlsfield and Balham. Wandsworth town centre houses the Southside shopping centre and is the administrative centre of the borough. The town centre at Tooting, at the southern aspect of the borough, is a large commercial centre, comprising in the majority, small-medium enterprises and some larger national retailers. Tooting Broadway is the centre of the Muslim Indian/Pakistani community of South London and its businesses reflect the demographics of that community. The area around Clapham Junction has a number of large stores and fashionable shops within a relatively small area. Clapham Junction (and to a lesser degree Tooting town centre) is also the centre of the entertainment area of the borough with a variety of clubs, pubs and restaurants within easy reach of the train station.
- 4.5 In general terms Wandsworth borough possesses some of the most expensive properties in London reflected by the continuing riverside developments of luxury housing along the northern riverside area of the borough between Battersea and Putney. However there are some areas of significant deprivation particularly around Battersea in the north east of the borough and in Roehampton to the south west of the borough. The Borough also has one of the lowest Council taxes in the country.

Diversity

Ethnic Groups in Wandsworth

4.6 The following table shows the ethnic groups within the London Borough of Wandsworth³

Percentage of resident population in ethnic groups	Wandsworth	England
White	78.0	90.9
of which White Irish	3.1	1.3
Mixed	3.4	1.3
Asian or Asian British	6.9	4.6
of which Indian	2.8	2.1
of which Pakistani	2.1	1.4
of which Bangladeshi	0.4	0.6
of which Other Asian	1.6	0.5
Black or Black British	9.6	2.3
of which Caribbean	4.9	1.1
of which African	3.8	1.0
of which Other Black	0.9	0.2
Chinese or Other Ethnic Group	2.1	0.9

4.7 The following table shows a breakdown of religions for Wandsworth:

Percentage Population in Religious Groups	Wandsworth	England
Christian	61.8	71.7
Buddhist	0.7	0.3
Jewish	0.7	0.5
Hindu	2.3	1.1
Sikh	0.2	0.7
Muslim	5.2	3.1
Other Religions	0.4	0.3
No religion	20.0	14.6
Religion not stated	8.8	7.7

³ Source: ONS neighbourhood statistics, 2001 Census
Page 8 of 45

The Leadership Audit

4.8 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, 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.

4.9 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; 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. This is a development from the previous focus of such inspections that primarily assessed the leadership of the BCU Commander and the SMT.

4.10 The audit process comprised three phases:

- 1) A questionnaire, circulated to a statistically significant cross section of all BCU staff and returned to HMIC; and
- 2) Focus groups with a representative cross section including inspectors, special constables and police staff; and
- 3) 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. A summary of the staff survey findings is attached at Appendix ‘B’.

4.11 The Leadership Context – Wandsworth BCU

Wandsworth is a medium sized borough within the MPS that, due to its geographical shape and traffic congestion, presents particular challenges for the SMT to maximise their physical contact with staff. This is exacerbated by old building stock and the existence of three parade sites that make first line supervision challenging. The SMT recognise these constraints and they, alongside their MPA link member, have actively lobbied the MPS to successfully secure priority funding for a new single parade site.

The Audit Results

4.12 The BCU receives appropriate support from the Chief Officer – Line Manager

Strengths

- The borough commander was very satisfied that his link commander promoted teamwork between boroughs through formal link meetings, Operation Curb and formal and informal one to one meetings;
- The borough commander was satisfied that he was established in a performance environment where there was scope for development and innovation and found the CCSM process particularly useful;
- The borough commander was satisfied with the personal contact with his line manager, whom he felt inspired confidence;
- Although the link commander is limited in respect of his influence regarding the provision of central resource support to the borough, the borough commander expressed satisfaction with existing arrangements.

Areas for Improvement

- The borough commander still felt that he was bedding into his role in respect of the setting of personal and borough objectives by his link commander and specifically cited the targets relating to public satisfaction, concerning which he perceived some issues relating to the means of measurement.

4.13 The BCU has an appropriate structure that is aligned to Force Strategy – Leadership Audit Results

Strengths

- Staff expressed general satisfaction with the clarity of roles within the borough and their contribution to borough and force strategies although there was scope for improvement relative to the roles of inspectors, sergeants and PCSOs;
- With the exception of the sergeants, who felt that there was a lack of meaning to the objective setting process, staff felt that objectives were generally aligned to their roles and experience;
- Notwithstanding the service wide issues relating to experience and service profiles, staff were generally satisfied with the balance of skills, experience and diversity;
- Staff were generally satisfied with the health and safety procedures on the borough in that there were established processes. Constables felt that issues relating to the AIRWAVE radios could be addressed through the implementation of a Metcall user group.

Areas for Improvement

- Many staff felt that there was some blurring in the lines of accountability and responsibility and that those of the SMT and PCSOs in particular were not well communicated and that many managers were too keen to abrogate responsibility. Response team staff felt more aggrieved in respect of the requirement to investigate beat crimes;
- Staff were generally united in their dissatisfaction relating to the management of resources on the borough although the specific issues ranged from an awareness to do more work to

match resources with demand, the lack of a workforce that matched its budgeted target and the competing priorities exacerbated by the need to provide central aid on a regular basis to the need for improvements in IT and other resources;

4.14 The BCU has a performance culture with integrity

Strengths

- Staff were generally satisfied that the SMT demonstrated personal ownership of performance and staff development. In particular many acknowledged improvements relative to the position six months previously;
- Notwithstanding the perceived need to redeploy staff to posts for which they do not always possess the requisite skill sets due to shortages in the workforce, most staff were satisfied that they received the development they needed to perform their roles;
- Staff at all levels felt that promotion is supported where appropriate;
- Staff at all levels acknowledged the improvements in partnership working and the commitment to work together in order to improve performance;
- With some exceptions at constable and sergeant levels, staff felt that integrity would not be compromised in order to achieve performance and that the borough delivered an effective service to the community.

Areas for Improvement

- Many staff felt that more could be done to recognise and reward good performance. Although some recognised that systems were in place, the use of them depended predominantly on the line manager and many felt that this approach lacked consistency;
- At the rank of inspector and above, staff felt that promotion and innovation was supported on the borough and that there was a commitment to staff retention – a view which was also shared by police staff - but below this level staff were much less satisfied and perceived that there was simply no scope to innovate due to the pressure of work;
- Although staff at the rank of inspector and above felt that there was effective use of the NIM on the borough, with some work still to do, staff below this level either felt that this was not the case or simply had no awareness of the NIM or its significance.

4.15 Diversity

Strengths

- The majority of staff expressed satisfaction with the ethos of diversity on the borough, particularly in respect of arrangements for flexible working;
- Most staff expressed confidence in their managers to effectively solve problems;
- Although there was some concern regarding the loss of HR expertise locally with HR transformation, a majority of staff felt that sickness and welfare are effectively managed on the borough. Provisions for welfare, recuperative and restricted duties were considered to be particularly effective.

Areas for Improvement

- There was a significant lack of awareness relating to the existence or application of procedures relating to fairness at work and bullying on the borough. Responses across the board indicated a range of outcomes from those that had experienced fairness at work issues although this was not the case in respect of bullying issues;
- Many staff felt that the consistency of management decisions was dependent on personal style;
- Although many staff agreed that the demand for aid from the centre was managed as well as it could be, there was a difference in opinion over local aid. Whereas CID and SMT staff were generally more satisfied, uniformed officers of more junior ranks – the most likely to be impacted by these demands – were less satisfied.

4.16 Personnel Management;

Strengths

- The majority of staff were generally satisfied with the levels of contact with their line managers. Issues that contravened this opinion were the lack of regular supervisors meetings over the last two years and a frustration at inspector level that the wide geographical spread of borough sites was a barrier to regular and meaningful contact with staff;
- At all ranks/grades bar sergeant, staff felt proud of the service they deliver;
- At all ranks bar sergeant and constable, staff considered that personnel issues were dealt with in a relevant and timely manner.

Areas for Improvement

- In respect of managers demonstrating a genuine interest in staff, there was a clear divide at inspector level. Sergeants, constables and equivalent police staff grades considered that immediate line managers did demonstrate these qualities, but at SMT level this was not the case;
- Staff at lower ranks/grades felt considerably less valued, trusted and included by senior managers than by their own line managers. Issues raised included the lack of communication regarding the single patrol site, which there had admittedly been consultation on, but which was perceived as being a *fait accompli*. Several members of staff simply felt that they had no direct influence in any change process. Response teams felt 'plundered' to meet the relentless flow of aid requirements.

4.17 Communication

Strengths

- Staff overall expressed a general satisfaction that managers are available to staff at appropriate times and responded in a positive way to feedback from staff.

Areas for Improvement

- Some SMT members acknowledged that their profile within the borough could be improved. Other members of staff gave a broad range of responses which were governed by the particular SMT member concerned;
- There was significant variance as to whether managers communicated relevant information to staff. Some said that this was dependent on the individual manager, while others were frustrated at the lack of ability to get to all the sites and those lower down the command structure felt that they were 'bombarded' by e-mails as the primary means of communication;
- Inspectors and above and police staff were generally more satisfied that they were consulted on matters of change where appropriate, but those in other ranks felt that they were informed that change was going to happen rather than being consulted.

4.18 **Audit Conclusions**

The most significant outcome of the leadership audit was the lack of communication and this was borne out in the areas for improvement, most of which can be linked implicitly to communication issues. Of concern was the apparent 'divide' at inspector rank, where lower ranks and grades clearly felt that they operated in a vacuum because of a lack of information and communication. Additionally, there was a disturbing lack of awareness of key issues such as the National Intelligence Model and those related to fairness at work and bullying, which is particularly relevant given the forthcoming HR transformation. The intended move to Earlsfield as a single parade site – albeit with reservations by some staff – should significantly improve the communication on the borough.

Of similar concern were both the distribution and lack of resources across the borough, which was operating at around 40 staff below the budgeted workforce target. It had undergone many re-organisational moves over the last two years, which had left some staff feeling uninformed and disenfranchised. Additionally, there were concerns from staff over the relentless demands for central aid, that was being addressed at the time of the audit with proposed changes to the shift rota which would lessen the negative impact to those affected.

Although the leadership audit yielded some clear themes for concern, it was also evident that after six months in post the borough commander already had a good awareness of them and had a clear vision and strategy for addressing them.

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 MSBCU⁴ 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’).

Total Crime

YTD = April – January, 2005/06 – 2006/07

	Crimes	Crimes per 1000 population	MSBCU group average	MSBCU group ranking	Sanction detections	Sanction detection rate	MSBCU group SD average	MSBCU group ranking SD rate
2003/04 *	33615	119.63	131.81	4 out of 15	4095	12.2%	14.69%	11 out of 15
2005/06	29731	105.8	122.34	4 out of 15	5909	19.9%	21.34%	10 out of 15
2006/07	28574	101.69	114.20	4 out of 15	5744	20.1%	24.51%	15 out of 15
Change 04 - 07	-15.0%	-15.0%			40.3%	7.92 pts		
Change 06 - 07	-3.89%	-3.88%			-2.79%	0.23 pts		

⁴ Most Similar BCU
Page 14 of 45

Residential Burglary

	Crimes	Crimes per 1000 population	MSBCU group average	MSBCU group ranking	Sanction detections	Sanction detection rate	MSBCU group SD average	MSBCU group ranking SD rate
2003/04 *	2572	21.08	22.81	6 out of 15	178	6.9%	10.16%	13 out of 15
2005/06	2244	18.39	20.32	4 out of 15	276	12.3%	19.49%	12 out of 15
2006/07	2720	22.3	21.05	8 out of 15	159	5.8%	11.97%	15 out of 15
Change 04 - 07	5.8%	5.8%			-10.7%	-1.08 pts		
Change 06 - 07	21.21%	21.26%			-42.39%	-6.45 pts		

Robbery

2003/04 *	1619	5.76	5.17	10 out of 15	167	10.3%	11.33%	11 out of 15
2005/06	1634	5.81	6.14	7 out of 15	206	12.6%	13.62%	11 out of 15
2006/07	1579	5.62	5.48	10 out of 15	155	9.8%	15.33%	13 out of 15
Change 04 - 07	-2.5%	-2.4%			-7.2%	-0.5 pts		
Change 06 - 07	-3.37%	-3.27%			-24.76%	-2.79 pts		

Vehicle Crime

	Crimes	Crimes per 1000 population	MSBCU group average	MSBCU group ranking	Sanction detections	Sanction detection rate	MSBCU group SD average	MSBCU group ranking SD rate
2003/04 *	4820	17.15	18.76	7 out of 15	145	3.0%	4.75%	13 out of 15
2005/06	4366	15.54	17.83	4 out of 15	202	4.6%	6.31%	11 out of 15
2006/07	4076	14.51	16.20	4 out of 15	118	2.9%	6.36%	15 out of 15
Change 04 - 07	-15.4%	-15.4%			-18.6%	-0.11 pts		
Change 06 - 07	-6.64%	-6.63%			-41.58%	-1.73 pts		

Violent Crime

2003/04 *	7392	26.31	31.95	5 out of 15	1167	15.8%	20.62%	12 out of 15
2005/06	7915	28.17	33.20	4 out of 15	1889	23.9%	26.62%	11 out of 15
2006/07	7176	25.54	30.55	4 out of 15	1658	23.1%	31.15%	15 out of 15
Change 04 - 07	-2.9%	-2.9%			42.1%	7.32 pts		
Change 06 - 07	-9.34%	-9.34%			-12.23%	-0.76 pts		

*Please note one BCU did not exist in 2003/04, so comparisons are for 14 BCUs only. All other years are compared to MSBCUs.

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 Wandsworth 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 Borough Commander is highly regarded by his SMT, senior partners, the MPA Link Member and most staff encountered. He is seen as visible, approachable, hard working and committed to improve Wandsworth BOCU;*
- *Team briefings were generally of a good standard with staff taking notes, taskings given and postings announced. MetBats was used to good effect and the content of material therein was generally of a good standard;*
- *The new Borough Commander is seen by staff as having made an impact in the six months since his arrival with good visibility, accessibility and his considered approach to change;*
- *The SMT recognise the need to improve leadership across the borough. They are actively pursuing the findings from LA Local and held an Inspector's Leadership day in January 2008.*

Areas for Improvement

- *The BOCU has a Risk Register and an individual within the secretariat has received training on the subject by the MPS. However, the register is incomplete and needs to reflect the status of control measures implemented, so as to prioritise risks that have yet to be fully mitigated. The register needs to be routinely reviewed at SMT meetings, with an audit trail of action taken;*
- *Decisions on important issues (e.g. Burglary Sole Response, Q Cars, Beat Crimes, Earlsfied site, Conditional Deployment) were often misinterpreted leading to rumour, anxiety and some confusion. Communication mechanisms therefore require streamlining and structure within a wider communication strategy for the BOCU. The minutes and action sheets for all key meetings need to be accurately recorded, filed and readily accessible to staff via the Aware system;*
- *There is a strong perception from staff that uniformed core team staff are the poor relations to the CID borne from concerns over workload, staffing and limited SMT engagement on the subject. This has led (in some quarters) to some compartmentalised working and perceptions of a uniform/CID divide;*
- *Whilst there have been some examples of staff inclusion in change management work, there remains a need for the SMT to adopt a more consistent approach on the subject, making use (where appropriate) of the new Wandsworth Improvement Team (WIT);*
- *Whilst work is underway to clarify the roles and responsibilities of uniformed inspectors, there remains ambiguity amongst many staff and the SMT itself on such matters for most other units/functions. This requires resolution and formalisation as part of the BOCU governance arrangements and alongside a statement of the Borough's policing style;*
- *The SMT has rightly introduced a working group to consider and make recommendations upon the potential introduction of a single-patrol site. However, such a change is significant at a potential cost exceeding £50k and therefore warrants more rigour in the approach taken. There is a need for a detailed user requirement, a project plan, an impact assessment, a communication strategy and the engagement of the HR Manager to advise on people issues;*
- *The introduction of a visibility log is helpful to coordinate SMT visits across the borough and SMT*

attendance at training days is having an impact, albeit just for core teams. However, with a few exceptions, staff generally perceived the SMT as needing to raise their profile and engagement with them. This needs to form part of a wider internal communication strategy and should include the full range of ways in which visibility, profile and accessibility can be enhanced.

6.3 Performance Management and Continuous Improvement

Strengths

- *The Borough Performance Meeting was intrusive, held members to account and took a thematic approach to its discussion themes alongside standing items;*
- *PDRs and interim reviews are generally completed on time (94% for police staff and 96% for police officers for the last interim review) and to the required standard, with SMART objectives incorporated that link to BOCU priorities wherever possible. Generic objectives have been set alongside team and individually tailored objectives;*
- *There is evidence of formalised staff recognition systems, with the BOCU Commander's Commendation Ceremony taking place every six months. Bonus payments have apparently been used, as have the various methods of informal recognition, albeit there is some scope to improve the overall "thank you" culture on the borough;*
- *The Borough Commander chairs weekly performance meetings with the SMT that have action sheets. The Superintendents meet with their chief inspectors monthly and they meet with their inspectors roughly every month to discuss performance issues. In addition, the BOCU Commander will meet with the SMT on a 1-2-1 basis every quarter to discuss the performance of their portfolios.*

Areas for Improvement

- *There is limited evidence of a vibrant performance culture existing on the BOCU, with many sites displaying out of date performance information (2003/4 in one instance) and a number of staff failing to understand the rationale for effective performance management systems;*
- *The TIB have no performance measures in place to assess the productivity of individual staff and the quality of their primary investigations;*
- *The facilities used (projector, etc) to inform Borough Performance meetings could be improved, so as to share information more visually and to make meetings more impactive;*
- *Team-based meetings at and below Inspector and police staff equivalent do generally occur but this is inconsistent and would benefit from some common areas of discussion, alongside brief action sheets stored and available for management review;*
- *To aid the annual planning process, there would be benefit in the use of diagnostic tools to identify opportunities for improvement and to inform any organisational change plan;*
- *Performance information for teams tends to be relatively basic, with a need to balance quantitative data with measures of quality (e.g. arrest data that does not clearly show the proportion of SDs that arise from them) and an absence of targets overtly included within tables. The team-based performance data for all units (police and police staff) therefore requires review so as to develop concise, easily understood PIs and associated targets that truly reflect the agreed business and purpose of each team;*

- *There is a negligible capacity on the borough to provide performance information, with analysis and internal inspection/audit support and performance information requests displaced to both the IBO and BIU. This presents a notable risk and an inhibitor to continuous improvement whilst also limiting the quality/range of team-based performance information;.*
- *The absence of formalised mechanisms at which inspectors are held to account for performance by their superintendents (thro' their chief inspectors) has diluted the potential grip that could be attained through such an approach. This results in many detailed issues going to the Borough Performance Meeting, thereby limiting capacity for SMT discussion on issues of strategic change. The PMF would therefore benefit from review.*

CITIZEN FOCUS

6.4 Fairness and Equality in Service Delivery

Strengths

- *The Borough enjoys a vibrant, trained and fully engaged Independent Advisory Group (IAG) the membership of which has recently been reviewed to ensure it reflects the composition of the Borough. Members have been used to advise on Gold Groups.*

6.5 Neighbourhood Policing and Problem Solving

Strengths

- *Some SNTs adopted a system of micro-beats for which responsibility for gathering intelligence, information and developing contacts is assigned to a member of the team;*
- *There is a comprehensive range of schools intervention activity taking place with 13 Safer Schools identified, good engagement with the YOT and a dedicated Inspector with responsibility for the Target Youth Support Team, who enjoys excellent working relations with partners;*
- *All SNT wards have established Neighbourhood Panels, ward profiles, Key Individual Networks (KINs) and operational bases. Most teams were at their agreed establishment, for which Wandsworth has been permitted some flexibility to vary the establishment within the overall BOCU allocation of posts;*
- *Staff on SNTs have worked hard to ensure their respective communities know who they are and how they can be contacted. Fridge magnets with contact details have been distributed, contact details are available on the website and in ward newsletters;*
- *The BOCU is developing a new problem solving template to replace the F302 series and enable small scale PSP initiatives to be quickly documented alongside more sophisticated work. This change will promote the recording of problem-solving activity and thereby improve accountability and performance management in the area;*
- *There is a healthy turnover of problem-solving activity taking place on the borough (F302) with each ward having at least three operational PSP initiatives at any time. The progression of ward priorities is also supported through the use of a matrix that summarises themes, leads and action taken;*

- *SNT staff produce daily work returns that are monitored by sergeants and their inspectors to assess productivity. EPIC data is gathered and used to inform performance based discussion, albeit this does not include F302 data;.*
- *All SNT Sergeants have received detailed problem-solving training whilst constables have received basic training. PCSOs receive basic problem-solving training and one senior partner has received training on the subject;*
- *The BOCU has an overarching information sharing protocol with themed protocols currently under development. These will support the flow of information between the partnership and inform the identification of problem-solving opportunities.*

Areas for Improvement

- ***There is a mixed understanding within the SMT and staff of whether and how SNTs could legitimately contribute towards BCU priorities. This requires clarification within force policy and the SMT are urged to promote the selection of locally pertinent BOCU priorities when they exist, through sharing relevant information at Panel Meeting;.***
- *Awareness of the ethos of neighbourhood policing outside the SNTs was generally poor with limited appreciation of how SNTs contribute towards crime reduction and how other functions interact with them. This needs to form part of the policing style statement and a potential communication strategy.*

6.6 Customer Service and Accessibility

Areas for Improvement

- *The BOCU currently awaits its new SPCSOs for deployment on front counters throughout the borough. There has been a hiatus between the departure of traditional SROs and their replacements, which has increased abstraction rates from core teams in the interim.*

6.7 Professional Standards

Strengths

- *The BOCU Commander has demonstrated a willingness to use UPP procedures when appropriate and regular contact is maintained between the BOCU and Professional Standards.*

REDUCING CRIME

6.8 Volume Crime Reduction

Strengths

- *The BOCU follows a graduated repeat victimisation policy for victims of domestic violence and burglary and there is scope to develop this further into other areas such as vehicle crime. Links with MARAC are fully exploited at which intervention plans are agreed with partners;*
- *There are 470 active Neighbourhood Watch Schemes on the borough and these are supported by the LBW and SNTs;*

- *Since May 2007 the BOCU has turned around a 78% increase in burglary offences to a 19.7% increase (as of 15/9/07) and is maintaining that downward trend.*

Areas for Improvement

- *Only 68% of crime victims who should have been referred to Victim Support have been so referred and there have been some recent issues in ensuring that some Sapphire victims are also referred.*

INVESTIGATING CRIME

6.9 Managing Critical Incidents and Serious Crime

Strengths

- *Critical incidents are generally managed well by core team officers and their supervisors with staff and managers alike demonstrating a good understanding of the required action. There are also arrangements for the prioritised deployment of staff to support the initial action required following a critical incident (i.e. flash searches, etc);*
- *Workloads within the Sapphire Team are manageable at about 5 active cases each. There is an establishment of five SOIT officers within the unit all of whom are ABE trained, albeit they currently operate at four, resulting in abstractions from core teams;*
- *Critical incidents are quality assured by the Chief Inspector (Ops) with learning shared within the SMT but no further. Such information could usefully be used in future briefings/training as an aid to continuous improvement.*

6.10 Tackling Serious and Organised Criminality

Strengths

- *All staff have received an input on their powers under the Proceeds of Crime Act (POCA) and the BOCU had received disbursement funding for three police posts for 2007/08;*
- *The BOCU has invested in staffing a gangs and violence desk within the BIU (1 Analyst, 1 DC and 1 Researcher) which has conducted some excellent work in partnership with the LBW to profile, prioritise and disrupt members of a prominent local gang (OCG). This has involved cross border interventions to deter membership via the parents of children involved on the periphery, arrest and prosecution for the principle offenders and ongoing intelligence gathering.*

Areas for Improvement

- *Whilst there is evidence of intelligence-based drug enforcement activity to principally tackle the supply of crack-cocaine and heroin, this needs to become integrated with the work of the DAT to address the demand for such drugs, through treatment services and with OCG mapping activity;*
- *Whilst the BOCU has successfully profiled two of its Organised Crime Groups (OCGs), there remains scope to map all its principal OCGs, making full use of financial intelligence, source*

unit intelligence and community intelligence. Once profiled, these can be prioritised against the BOCU Control Strategy with intervention plans agreed and implemented.

6.11 Volume Crime Investigation

Strengths

- *The BOCU has departed from the MPS Sole Response initiative and introduced a burglary reporting car to conduct the primary investigation of residential burglary. The car investigates about 70% of burglaries and the quality of investigations has risen as a consequence. Outside the hours of operations, crimes are investigated by core team officers. Forensic follow-up then occurs;*
- *The BOCU has introduced a robbery car arrangement that, as with the burglary car, has helped to improve the quality of primary investigations;*
- *It is intended to prioritise and closely monitor performance (via DMM) for attendance at I Calls for robbery, burglary and DV. This has yet to be introduced but represents a sensible change;*
- *The BOCU has an effective, actively used and ethical, false reporting policy in which a staged approach is used with forms served and FPNDs issued for wasting police time;*
- *Systems within the CMU are robust and there is considerable activity to ensure that all 'housekeeping' checks are completed and that all legitimate sanction detections are claimed. ASGAR checks are routinely conducted, although VCOP compliance is poor (500+ o/s for >28 days) but improving;*
- *Following an audit of compliance with HOCR, the following was concluded. Adult Cautions - sample of 20, 90% compliant, graded as good. Issues relate to meeting the threshold test and failure to have drugs tested. PNDs - sample of 18, 86.7% compliant, graded as fair. Issues related to failure to meet the gravity test and appropriateness of issue. Cannabis Warnings - sample of 20, 100% compliant, graded as excellent. Only issue relates to the need to specify the quantity of cannabis. Discontinuance (o/s SC) - no cases to audit. NSDs - one case from SCD5 disposed as D6 and potentially failing, as it is unclear whether the suspect was informed;*
- *The BOCU follows the 19-point plan for robbery, a 13-point plan for burglary and the F124D minimum standards for DV investigations. These are enforced through line review by the Priority Crime Unit (BSQ & RSQ) and within the CSU. Officers conducting substandard primary investigations are contacted through their line manager and appropriately advised. Serious cases are deferred to the DMM for review;*
- *There were eight outstanding forensic dockets for burglary and 22 for other types of crime. This represents a relatively low level and therefore a very productive Docket Squad for the borough. Dockets for burglary and robbery are actions intended within 48 hours, whilst all others are done so within seven days. However there is no borough policy on arrest to circulation of named suspects. A spreadsheet system was used to track and monitor activity on docket progression. Outstanding forensic dockets are reviewed weekly at the DMM on Friday;.*
- *Secondary investigation plans are created by supervisors for priority (except vehicle crime) and major crime investigations and this has improved the quality of such investigations;*
- *Investigative staff have been briefed on the subject of TICs at the Leadership Day and those*

employed on the Docket Squad are particularly versed in the procedures. A training package on TICs has been put out to the burglary squad, but more work is required in this area.

Areas for Improvement

- *PNDs are under-used on the BOCU relative to other boroughs and this may be explained by patchy understanding of the procedure amongst core team officers and limited capacity on their part;*
- *Notwithstanding the procedures in place for monitoring compliance with the minimum standards of investigation, an audit of 25 crimes on CRIS revealed that 50% did not meet the minimum standards and that 70% were unsupervised by first line managers. There is therefore a need for more robust review and linkage with the DMM, perhaps on a themed basis;*
- *HMIC audited 30 crime related incidents from CAD that had not been subsequently filed as crimes as per NCRS. Of the 30, 3 were considered to have warranted an entry on CRIS thereby breaching NCRS. Responsibility for ensuring compliance with NCRS in the finalisation of CAD messages rests with the IBO;*
- *The absence of an effective and dedicated Beat Crimes capability has led to considerable confusion as to which unit is responsible for such crimes. It has also led to delayed secondary investigations and poor quality, ultimately missing opportunities for sanction detections. This position requires a speedy resolution;*
- *Whilst the BOCU has a sanction detection improvement plan, in the context of current SD performance and the issues described herein, there is a need to review and update its content and to consider the use of a dedicated SD improvement group, led by Supt (Crime) to drive through improvements until performance has been sufficiently raised so that it can be deferred to the standing Borough Performance Meeting;*
- *The quality of primary investigations outside specialist units is generally poor with little supervision. The expectation that core team sergeants supervise their staff's CRIS reports before going off has limitations, as many staff leave the completion of their reports until the end of a shift, leaving little time for supervision and this requires review.*

6.12 Improving Forensic Performance

Strengths

- *The forensic team conduct CRIS searches every morning to check for burglary, robbery and vehicle crime scenes suitable for forensicisation.*

Areas for Improvement

- *The BFM is not shown on the SMT organisational chart and doesn't normally attend SMT, Performance or BTCG meetings?, at which the reasons for poor performance in this area could be challenged. Notwithstanding the BFM's line management to SCD4, he is situated on the BOCU and works closely with BOCU staff. He should therefore be treated as a member of the SMT;*
- *Forensic performance for both residential burglary and theft from motor vehicle in terms of attendance, recovery from scene and identifications, is below average for both the link group and the MPS;*

- *There is a need to engage the BFM in more borough business and to avoid compartmentalised working. This includes all key changes that may affect forensic staff (e.g. accommodation moves, etc);*
- *There are forensic opportunities (and therefore detections) missed with regard to vehicle crimes. Calls suitable for immediate forensicisation should be despatched by MetCall to the IDOs. This has not yet been properly addressed. In the event this doesn't occur, there is no BOCU safety net to identify such calls in the IBO. These crime allegations are passed to the TIB without scrutiny or intervention to request immediate forensicisation;*
- *The BFM used to provide forensic awareness input to training days, but this stopped in April 2007 and information is now given on a 1-2-1 basis. This leaves officers joining the borough with little guidance on the subject and no opportunity to discuss emerging themes and forensic developments.*

6.13 Narrowing the Justice Gap

Strengths

- *The photographic clinic represents an excellent initiative that has saved time in the preparation of case papers for the CPS and promotes interaction with the victims of crime;*
- *The CJU has very effective systems in place regarding the execution of warrants (EWMS) with approximately 130 currently outstanding;*
- *The management of the taking of criminal justice DNA samples from prisoners within the custody area works well with the BOCU exceeding the MPS targets in DNA error rates (November 2007 statistics -1.3% for DNA sampling errors against the MPS target of 2%, 6.9% barcode errors against 10% and 6.9% admin errors against 10%);*
- *It is to the credit of the CJU staff that they have met their targets for cracked and ineffective trials despite being short of staff pending the implementation of Integrated Prosecution Teams (IPTs);*
- *There is a system for a dedicated custody officer in operation between 0700 and 2300 each day with core team sergeants backfilling outside these times;*
- *The CJU Manager has been particularly effective in dealing with problems as they arise (e.g. police non-attendance) and staff enjoy good external relationships with their CJ partners;*

Areas for Improvement

- *The standard of case papers is apparently poor and this is primarily due to the complexity of case files. Further training for CPU staff may therefore be beneficial;*
- *Line management responsibility for custody rests with a DI under the Crime Investigation Function, which is inconsistent with practice nationally (under CJU);*
- *There is a need for discontinued cases outside the statutory charging scheme to go to a DDM for finalisation before being put away;*
- *There is no premium service provided for priority crime and PPO case files that go through the CJU systems;*
- *There would be value in promoting an increased focus upon internal CJU management issues*

through regularised staff meetings, alongside managing externally facing aspects of the unit.

PROMOTING SAFETY

6.14 Reducing Anti-Social Behaviour

Strengths

- *There is an anti-social behaviour unit at the LBW, but capacity is limited. The ASB officer for the BOCU acts as the single point of contact with the unit and the interface between them and the SNTs, which usually action ASB issues.*

6.15 Protecting Vulnerable People

Strengths

- *Level 1 (Very high risk) MAPPA meetings are chaired by a Superintendent and Level 2 meetings are now chaired by the DCI. There are 7 level 1 cases and about 10 level 2 cases who live in the borough at present and visits are conducted as per MPS policy;*
- *There is a Victim Support representative based in the CSU and referrals to support services in cases of domestic violence are managed very effectively. This enables officers to concentrate upon investigations;*
- *The BOCU has recently exceeded the force target of 60% for arrests from offences of domestic violence at which police attend (61.7%), demonstrating improvement in the application of the MPS positive arrest policy.*

Areas for Improvement

- *There would be value in negotiating ways in which the Probation Service may offer a fast-time capability alongside more traditional approaches in their dealings with MAPPA and MARAC. The absence of such a capability presents additional risks to all in the way in which VISOR subjects and DV offenders are managed;*
- *The CSU has not prioritised its most persistent offenders nor does it have a system in place to identify individuals who feature on several indices/enquiries and who are thereby subject to increased risk;*
- *There is an issue concerning the use of F124D in serious sexual offence cases as any interview with the victim/witness negates the opportunity for Sapphire staff to conduct an ABE interview. This requires resolution.*

PROVIDING ASSISTANCE

6.16 Call Management

Strengths

- *The Open Incident list on CAD is usually between 0-10 on the N/D to E/T handover, between 10-20 between E/T and L/T and between 20-30 for the L/T to N/D handover. This is relatively low compared to other MPS boroughs and indicates that calls are currently being managed within existing staffing.*

Areas for Improvement

- *There is no borough level user group for IBO and Metcall issues at which common issues can be discussed and, if necessary, escalated to the MPS Metcall User Group. This needs to involve core team officers as well as IBO staff;*
- *There is a lack of understanding of roles within the MetCall/IBO/WW33. Sometimes the WW33 doesn't have the capacity to fulfil this function and the IBO supervisor doesn't support them?;*
- *There are no performance measures for IBO staff and this need to be constructed in consultation with the Metcall team;*
- *In practice, there is no conditional deployment of SNT staff occurring on the BOCU and SNTs are therefore disengaged from non-urgent calls that impact upon their respective wards. A policy needs to be constructed in consultation with staff and within the MPS protocol on the subject;*
- *There is a poor understanding of the purpose and function of the IBO and this requires wider communication across the BOCU;*
- *There is anecdotal evidence of the misallocation of calls to units some distance from calls, when others are closer. Apparently, the GPS capability is functional so this should not be occurring in Metcall and requires further investigation;*
- *There is a need to consider ways to improve the implementation of the 'Responding Safely Together' package and to learn from other MPS boroughs that have been particularly successful in their review of calls that miss targets (e.g. Bromley & Croydon) through their Operations Meetings. This has yet to be implemented at Wandsworth.*

6.17 Providing Specialist Operational Support

Strengths

- *The contingency plans for Wandsworth Prison exist and are accessible to key staff. They have recently been reviewed and exercised.*

RESOURCE USAGE

6.18 Human Resource Management

Strengths

- *The HR Department on the BOCU is considered to be extremely helpful and supportive. Sickness management is robust yet fair, with appropriate interventions from the SMT. Every case of long-term sickness is closely monitored by the SMT and expert advice is sought as necessary. Sickness performance is good with 7.6(days?) for police, 6.9 for police staff and 11.9 for PCSOs (November data);*
- *The BOCU operates a Resources Group meeting to manage staff movement matters within the borough. This method is supported by HMIC as it provides the necessary inclusion, advice and deliberation on staff postings against the Control Strategy priorities;*
- *Whilst the proportion of staff on restricted and recuperative duty is slightly higher than the MPS average (figures required), the BOCU works hard to ensure that they are effectively deployed, consistent with their skills and condition;*
- *The HR Unit maintain a comprehensive spreadsheet of staff skills. This could be further enhanced by the inclusion of agreed establishment levels for various skills and the use of compatible skill sets to avoid inappropriately over-skilling any one individual.*

Areas for Improvement

- *The implementation of the Modernising HR initiative presents a number of potential risks to the BOCU in the way it provides HR support to staff. These need to be scoped and managed with appropriate entries on the BOCU Risk Register.*

6.19 Training, Development and Organisational Learning

Strengths

- *There are regular training days for uniformed officers, which are generally well received and found to be useful. Capacity for locally determined themes is limited and alternative methods of delivery are routinely considered. Themes are considered by the SMT. Training and support for CJU staff is generally considered to be very good.*

Areas for Improvement

- *Some specialist units reported that they rarely received training beyond mandatory skills (e.g. CID, Task Force and CPU staff).*

6.20 Race and Diversity

Strengths

- *The BOCU has recently published its Diversity Strategy with detailed action plans, leads and key delivery milestones against the six key strands as stated in the MPS Equality Statement. Work remains ongoing in this area of business.*

6.21 Resource Management

Strength

- *The 2007/08 budget is forecast to be underspent by approximately 1%, which represents excellent financial discipline and management for the BOCU;*
- *Overtime is the only budget line that has been delegated and authorisation levels are set at inspector and police staff equivalent levels;*
- *There is a monthly review of strategic financial management between the F&R Manager and the BOCU Commander. Financial performance is also raised at SMT meetings;*
- *There is a thriving MSC with some 60 officers, most of whom are usually aligned to SNTs. There are 13 volunteers and 26 members of the Voluntary Cadet Corps who are occasionally used to assist in low risk operations;*
- *All Health & Safety risk assessments (generic and specific) are completed and reviewed in accordance with MPS policy. These are accessible to the F&R Manager who is responsible for their administration;*
- *The BOCU has an Estates Strategy that sets out the long-term requirements for the BOCU against the operational imperatives, current and anticipated.*

Area for Improvement

- *There remains a number of vacant DDM posts on the BOCU that have yet to be filled and this results in further abstractions for core team staff;*
- *The BOCU currently investigates 38.8% of crime by telephone, which is below the levels achieved by some other MPS boroughs (e.g. 50% at Bromley). This represents a potential efficiency opportunity to increase the proportion taken by telephone, without prejudice to sanction detection performance;*
- *There is no evidence of income generation activity taking place on the borough in a coordinated manner. Nor are efficiency savings identified, logged and recycled within the BOCU;*
- *The core team shift pattern operates with minimum strengths of 30 for E/T, 32 for L/T and 32 for N/D over a 7-day cycle. There is a need to attain an up-to-date and detailed demand profile to review these strengths to consider whether they could become more variable by hour and day of week. Furthermore any future minimum strength should exclude inside posts normally filled by police staff colleagues, as this distorts actual availability. This could usefully be completed as part of a review of the shift pattern and in consultation with staff affected and their staff association representatives;*
- *The practice on core teams is to double-crew all vehicles 24/7. Specific risk assessments of single/double crewing options have not been completed in accordance with MPS policy and the BOCU needs to consider whether there are certain vehicles that could be single-crewed, due to the nature of the role presenting minimal risk (e.g. message cars, etc);*
- *Compliance with overtime budgets needs to become a PDR objective for all managers, with such responsibilities and the accountabilities and responsibilities of delegated budget holders specified and documented in policy.*

6.22 Information and Communication Technology Management

Area for Improvement

- *There is evidence of items going missing in the internal despatch system and this requires review so as to avoid the use of operational vehicles for the delivery of important internal BOCU documentation.*

6.23 National Intelligence Model (NIM)

Strengths

- *The CDRP is intending to initiate a new partnership tasking forum called a 'POG' which will have responsibility for the dynamic coordination, commissioning and review of all borough problem solving activity with partners;*
- *The Source Unit are considered by staff to be productive, helpful and responsive to tasking requests, with high quality intelligence being received against BOCU priorities;*
- *The investment in PPO activity is vested in one sergeant and a constable who helps to manage the scheme that comprises some 35 PPOs. There is a PPO Steering Group and a subordinate panel attended by the LBW and the Probation Service;*
- *There is a regular throughput of PATP dockets (28 active dockets), RIPA authorities (17 since April 2007), F302s (36 since April 2007) and taskings (93 since April 2007). All key NIM products are produced to a good standard (strategic assessment, tactical assessment, subject profiles and problem profiles);*
- *The TTCG meeting was chaired well, benefited from a good quality tactical assessment and a tactical planner upon which discussions could take place against the context of the BOCU Control Strategy;*
- *The Communities Desk rightly sits within the BIU so as to maximise links with other intelligence-related functions and a partnership analyst is co-located for two days each week, albeit limited problem solving opportunities arise from analysis from this function.*

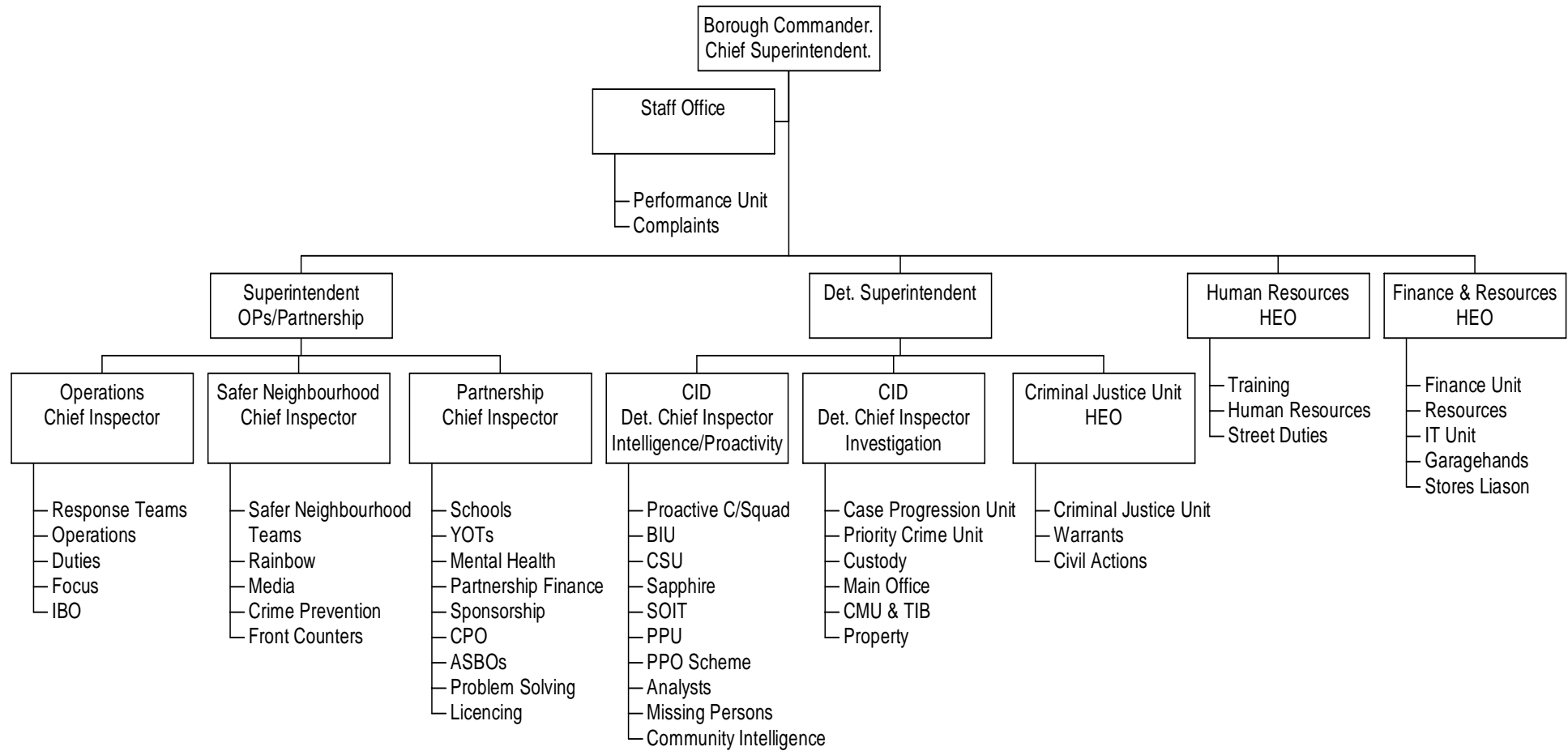
Area for Improvement

- *Whilst partners from LBW attend the strategic TCG meeting they do not currently attend the bi-weekly TTCG meeting;*
- *The TTCG would benefit from an increased coordination role in the review of key information that reflects proactivity, such as information on outstanding warrants, taskings completed and summarised information from the new POG meeting. There should be clear taskings emerging from the meeting and its purpose and links with POG/WIM/DIM/DMM need to be clearly stated and communicated to staff;*
- *The BOCU Control Strategy needs to more overtly drive the focus for proactivity and support across the borough. The IPE that underpins the strategy should be routinely and meaningfully reviewed at TTCG meetings;*
- *The BOCU has a very limited dedicated proactive capability that is vested in the Crime Squad (1-2-9) and the Focus Team (1-2-13);*

- *Intelligence submissions (with a quality measure) are not routinely used as a performance measure, thereby omitting an opportunity to incentivise quality submissions;*
- *The DMM replicated some of the work that should occur at the DIM (i.e. tasking matters) and requires more structure and clarity of purpose, so as to become a management meeting at which critical incidents, performance and compliance issues are discussed, as well as receiving summarised feedback on what had been agreed at the DIM previously. The purpose and relationship between the DIM and DMM process therefore requires clarification, publication and communication;*
- *The DIM meeting was BIU-centric and whilst audio conference facilities are available, it did not include and engage other key units in an intelligence-based discussion regarding crime patterns over the last 24 hours, leading to proactive tasking;*
- *The partnership previously used ANPR equipment linked to the borough's extensive CCTV system (1000 cameras), which had apparently proved quite successful. This has since gone leaving a void and some missed opportunities;*
- *There is no policy on the conduct of intelligence interviews and the links with the Source Unit. Currently it is believed that the Source Unit conducts a limited number of these interviews, but this may create a potential compromise. The BOCU is therefore encouraged to develop a policy on the issue that avoids such a compromise;*
- ***There are two systems of targeting offenders on the BOCU, PPOs and nominals, leading to some confusion as to the difference between each. These two schemes would benefit from rationalisation into a single PPO system, with tiers of offender whose offending would be addressed using the principles of the scheme. Ownership for each offender? needs to rest with a named individual who has the resources to implement the intervention plan (e.g. SNT sergeants for lower level offenders);***
- *Information on prison releases is often given to the BIU too late and after the individual has been released. This requires correction so that pre-emptive action to prevent re-offending can be taken when required.*

Appendix ‘A’

Wandsworth Borough Organisational Chart



Appendix ‘B’

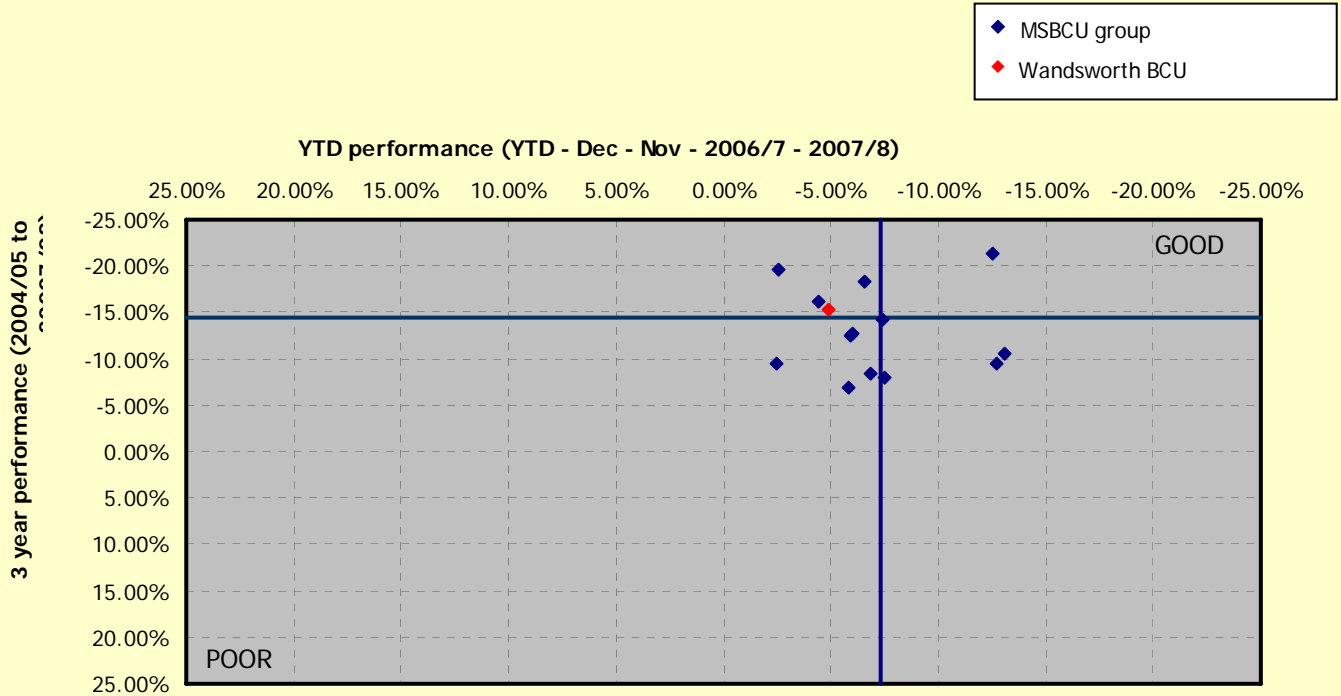
Leadership Audit – Staff Survey

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	6 scores
Q01	My role is clearly defined and contributes to the BCU and Force Strategy	5.81%	1.16%	8.14%	8.14%	25.58%	36.05%	15.12%
Q02	I am set objectives which are clearly relative to my role and experience	4.65%	4.65%	4.65%	15.12%	25.58%	27.91%	17.44%
Q03	Lines of accountability and responsibility within the BCU are clearly defined	5.81%	4.65%	13.95%	15.12%	23.26%	31.40%	5.81%
Q04	Resources are effectively managed within the BCU including specific issues of demand and deployment	10.47%	19.77%	23.26%	18.60%	11.63%	13.95%	2.33%
Q05	Throughout the BCU teams are balanced in terms of skills, experience and diversity	11.63%	13.95%	18.60%	17.44%	13.95%	16.28%	8.14%
Q06	The health and safety procedures on the BCU are effective and make me feel safe in my workplace	6.98%	2.33%	9.30%	9.30%	23.26%	37.21%	11.63%
The BCU has a performance culture with integrity								
Q07	My line manager demonstrates an interest in my performance and development	0.00%	6.98%	8.14%	5.81%	16.28%	33.72%	29.07%
Q08	I receive the development I need to perform my role	0.00%	8.14%	12.79%	16.28%	16.28%	29.07%	17.44%
Q09	Within the BCU, good performance is recognised and rewarded	3.49%	19.77%	12.79%	17.44%	24.42%	18.60%	3.49%
Q10	Innovation is promoted and supported on the BCU	8.14%	13.95%	15.12%	18.60%	20.93%	19.77%	3.49%
Q11	On the BCU there is effective use of the National Intelligence Model - resources/tasking/coordination	26.74%	4.65%	5.81%	9.30%	25.58%	20.93%	6.98%
Q12	BCU managers ensure that maintaining our integrity is more important than achieving good performance	10.47%	10.47%	13.95%	19.77%	20.93%	15.12%	9.30%
Q13	The BCU delivers an effective service to the community	8.14%	9.30%	18.60%	9.30%	24.42%	24.42%	5.81%
Diversity								
Q14	Diversity is embedded within the BCU, specifically in terms of personal values and all areas of business including selection and appointment of staff	19.77%	1.16%	3.49%	5.81%	19.77%	41.86%	8.14%
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	22.09%	6.98%	5.81%	6.98%	19.77%	32.56%	5.81%
Q16	My line manager's decisions in respect of operational issues are consistent	1.16%	1.16%	6.98%	9.30%	19.77%	44.19%	17.44%
Q17	My line manager's decisions in respect of disciplinary issues are consistent	11.63%	3.49%	4.65%	3.49%	17.44%	43.02%	16.28%
Q18	My line manager solves problems effectively	1.18%	3.53%	5.88%	11.76%	20.00%	34.12%	23.53%
Q19	My line manager inspires me with confidence	1.16%	10.47%	4.65%	9.30%	23.26%	30.23%	20.93%
Q20	Sickness and welfare are effectively managed within the BCU	15.12%	4.65%	4.65%	12.79%	22.09%	29.07%	11.63%
Q21	Managers deal effectively with bullying	32.94%	4.71%	2.35%	5.88%	15.29%	30.59%	8.24%
Q22	Abstractions from duty - other than sickness - are effectively managed within the BCU	16.28%	11.63%	16.28%	15.12%	12.79%	19.77%	8.14%
Q23	There is a commitment within the BCU to staff retention	17.44%	18.60%	22.09%	9.30%	12.79%	17.44%	2.33%

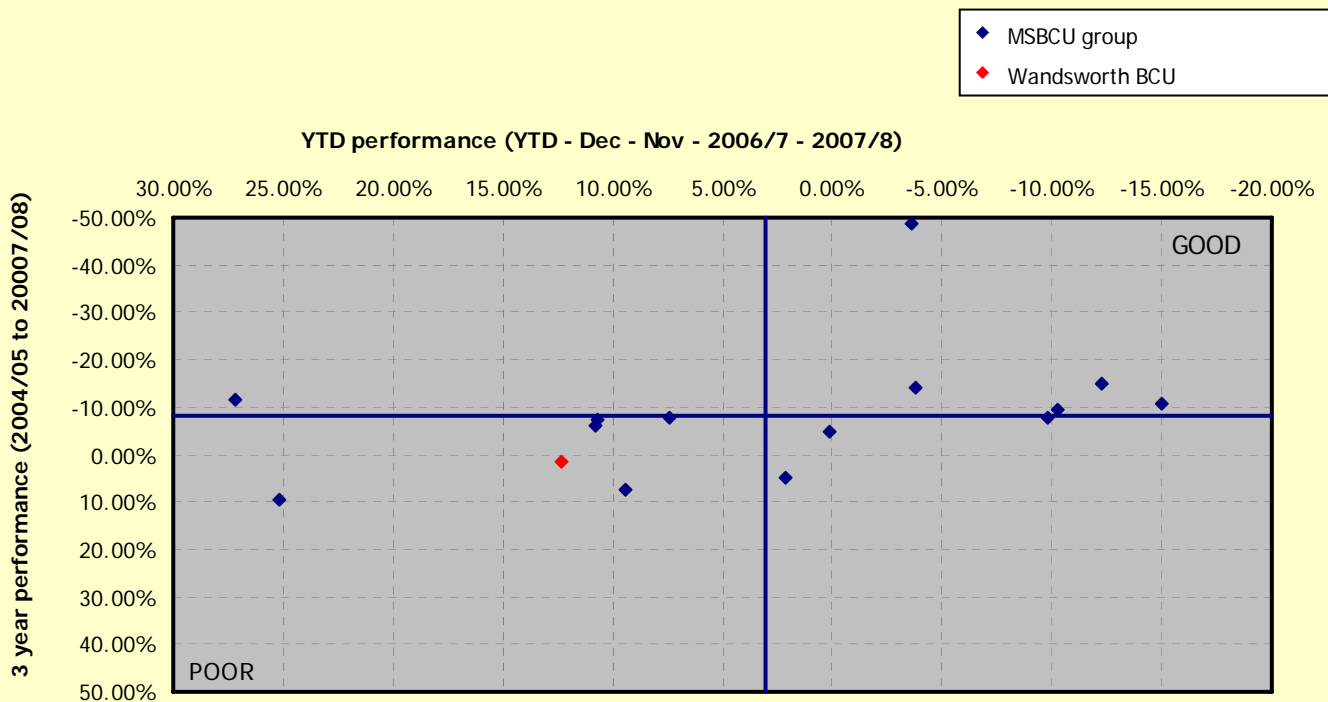
Personnel management								
Q24	I have regular and meaningful contact with my line manager	0.00%	6.98%	8.14%	8.14%	15.12%	34.88%	26.74%
Q25	My line manager demonstrates a genuine interest in me	0.00%	9.30%	6.98%	10.47%	13.95%	37.21%	22.09%
Q26	I feel that my contributions are welcomed and valued	0.00%	8.14%	10.47%	13.95%	13.95%	33.72%	19.77%
Q27	My line manager makes me feel proud of the service we deliver	3.49%	6.98%	10.47%	11.63%	19.77%	32.56%	15.12%
Q28	My line manager makes me feel trusted, valued and included	0.00%	5.81%	10.47%	12.79%	13.95%	31.40%	25.58%
Q29	Training and development is allocated on the BCU according to need	10.47%	15.12%	18.60%	19.77%	11.63%	17.44%	6.98%
Q30	I am encouraged to learn by my line manager	1.16%	11.63%	8.14%	8.14%	23.26%	31.40%	16.28%
Q31	My line manager ensures that I am provided with time to learn	5.81%	8.14%	8.14%	17.44%	19.77%	26.74%	13.95%
Q32	I feel prepared for future changes	5.81%	10.47%	12.79%	16.28%	25.58%	23.26%	5.81%
Q33	Coaching and mentoring is available to me if I need it	17.65%	8.24%	15.29%	10.59%	17.65%	17.65%	12.94%
Q34	Personnel issues are dealt with by my line manager in a relevant and timely manner	2.33%	3.49%	2.33%	10.47%	23.26%	37.21%	20.93%
Communication								
Q35	The BCU Commander & Senior Management Team has a high profile within BCU	9.30%	15.12%	16.28%	13.95%	19.77%	19.77%	5.81%
Q36	My line manager communicates relevant information to me	1.16%	1.16%	4.65%	11.63%	25.58%	38.37%	17.44%
Q37	I feel that, where it is appropriate, I am consulted on matters of change within the BCU	2.33%	22.09%	11.63%	20.93%	16.28%	23.26%	3.49%
Q38	My line manager is available when I need to talk to him/her	0.00%	4.65%	3.49%	9.30%	23.26%	32.56%	26.74%
Q39	The BCU Commander, Senior Management Team are available to staff at appropriate times	18.60%	12.79%	9.30%	13.95%	26.74%	12.79%	5.81%
Q40	The BCU Commander and SMT respond in a positive way to feedback from staff	15.12%	15.12%	15.12%	17.44%	18.60%	13.95%	4.65%
Q41	My line manager responds in a positive way to feedback from staff	4.65%	3.49%	8.14%	10.47%	24.42%	30.23%	18.60%

Appendix ‘C’

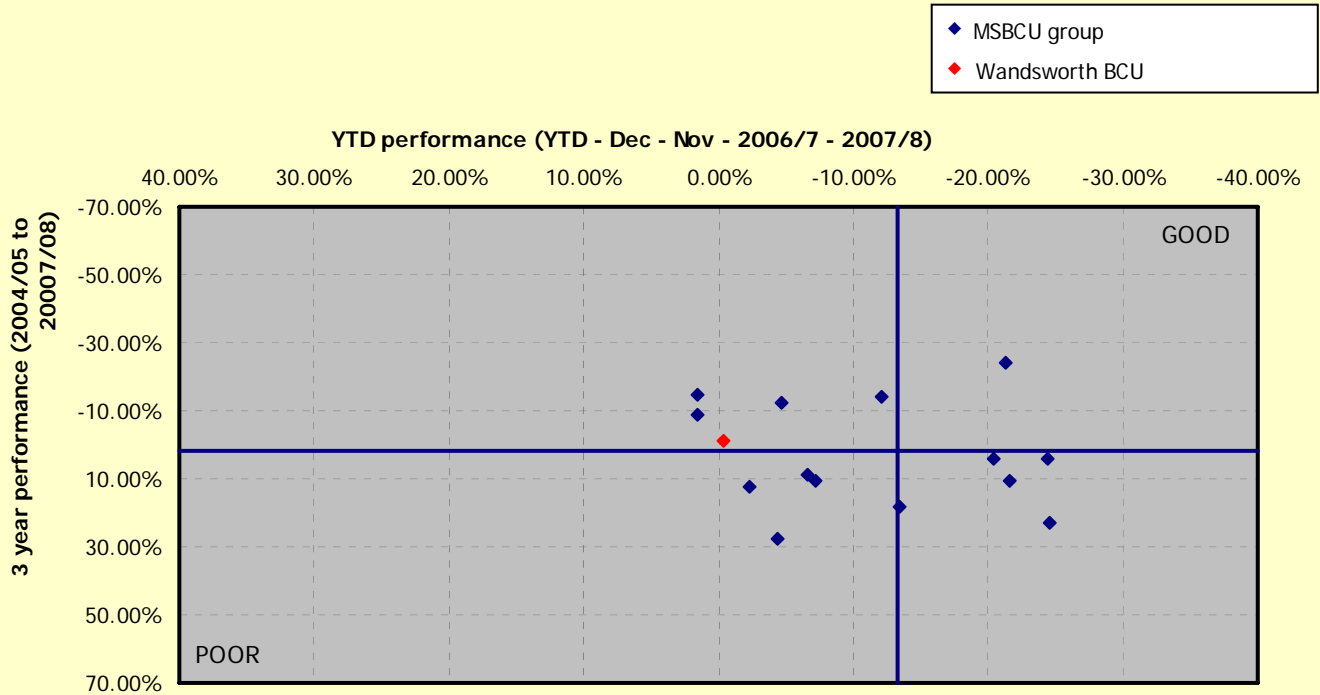
MSBCU Total Crime Reduction - Wandsworth BCU



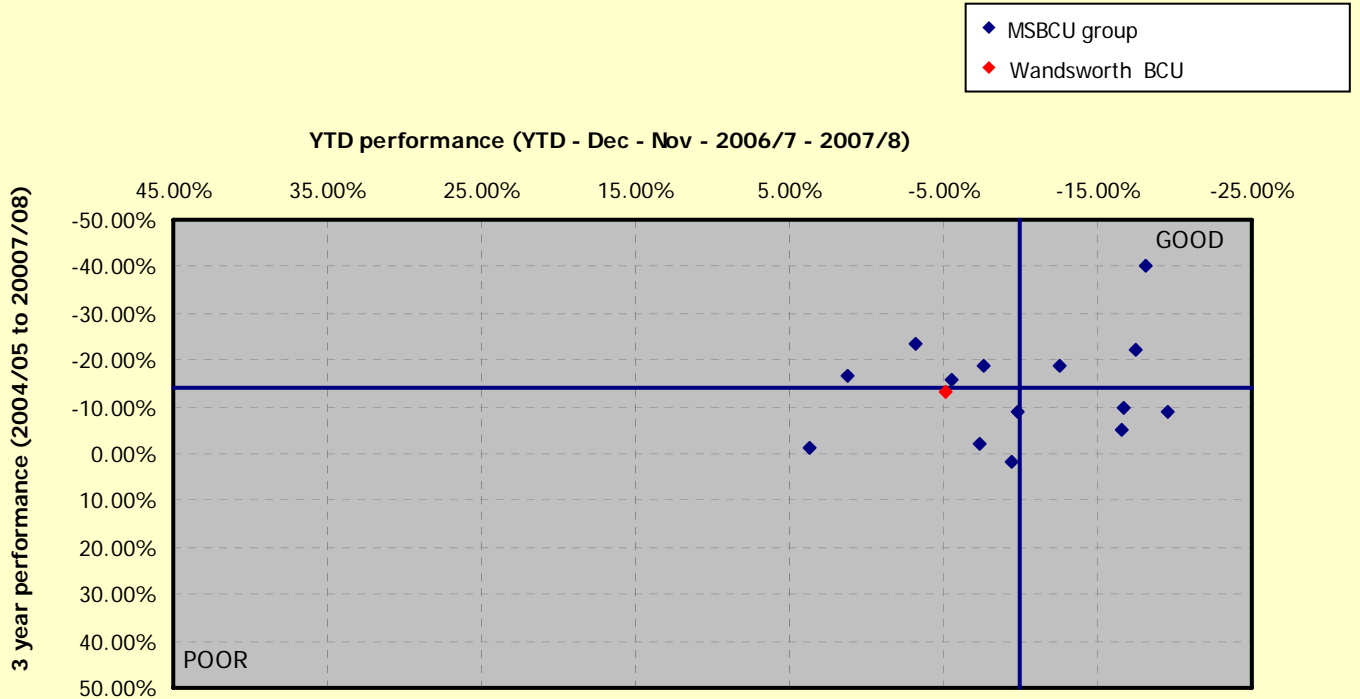
MSBCU Domestic Burglary Reduction - Wandsworth BCU



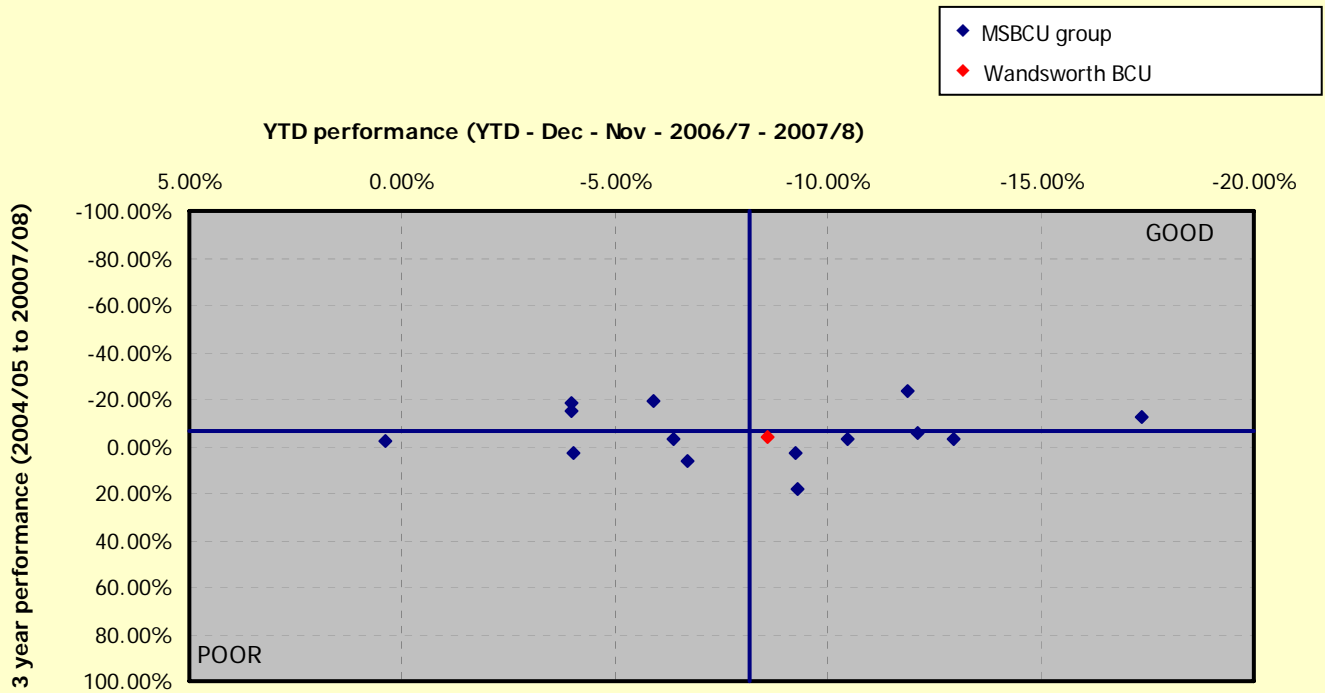
MSBCU Robbery Reduction - Wandsworth BCU



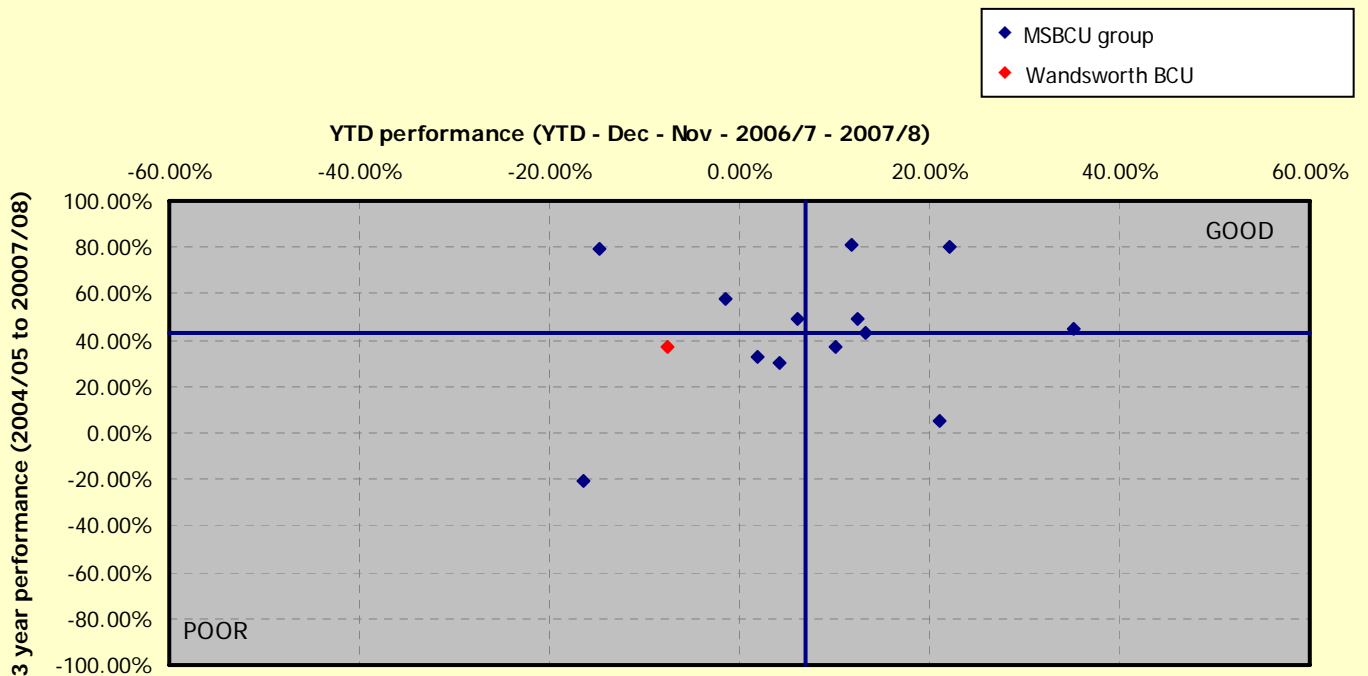
MSBCU Vehicle Crime Reduction - Wandsworth BCU



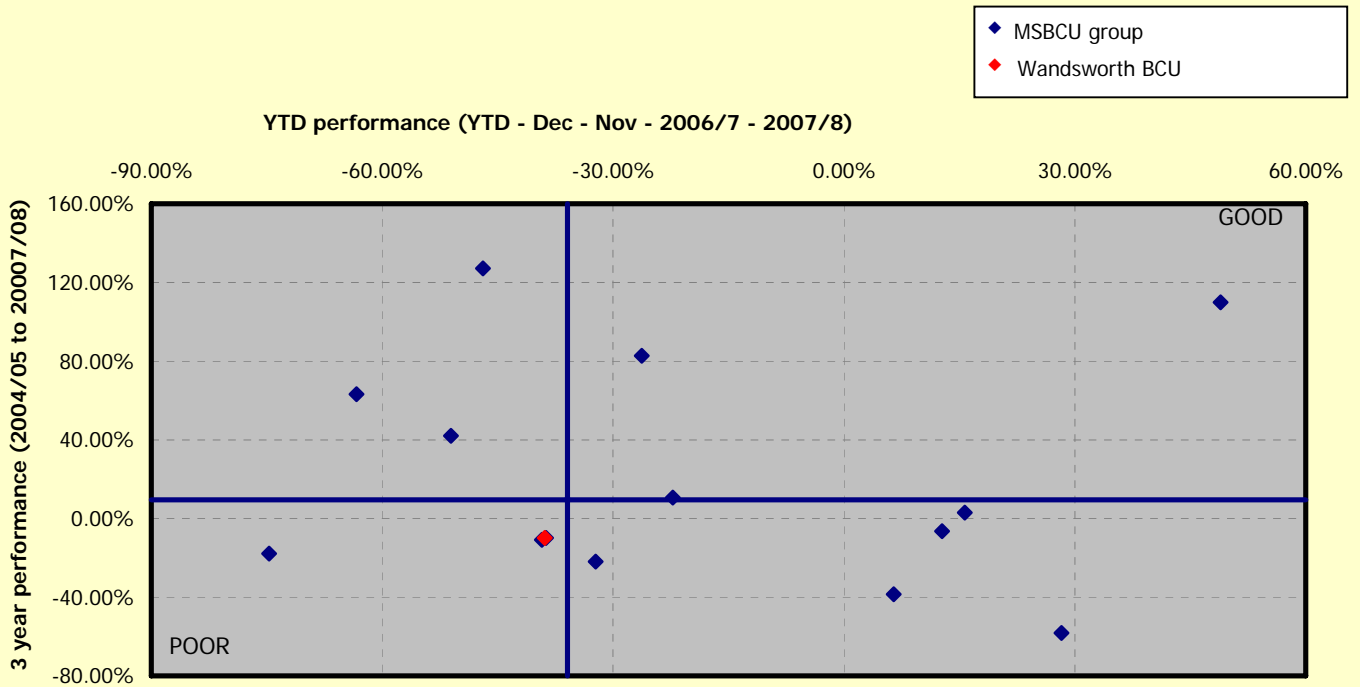
MSBCU Violent Crime Reduction - Wandsworth BCU



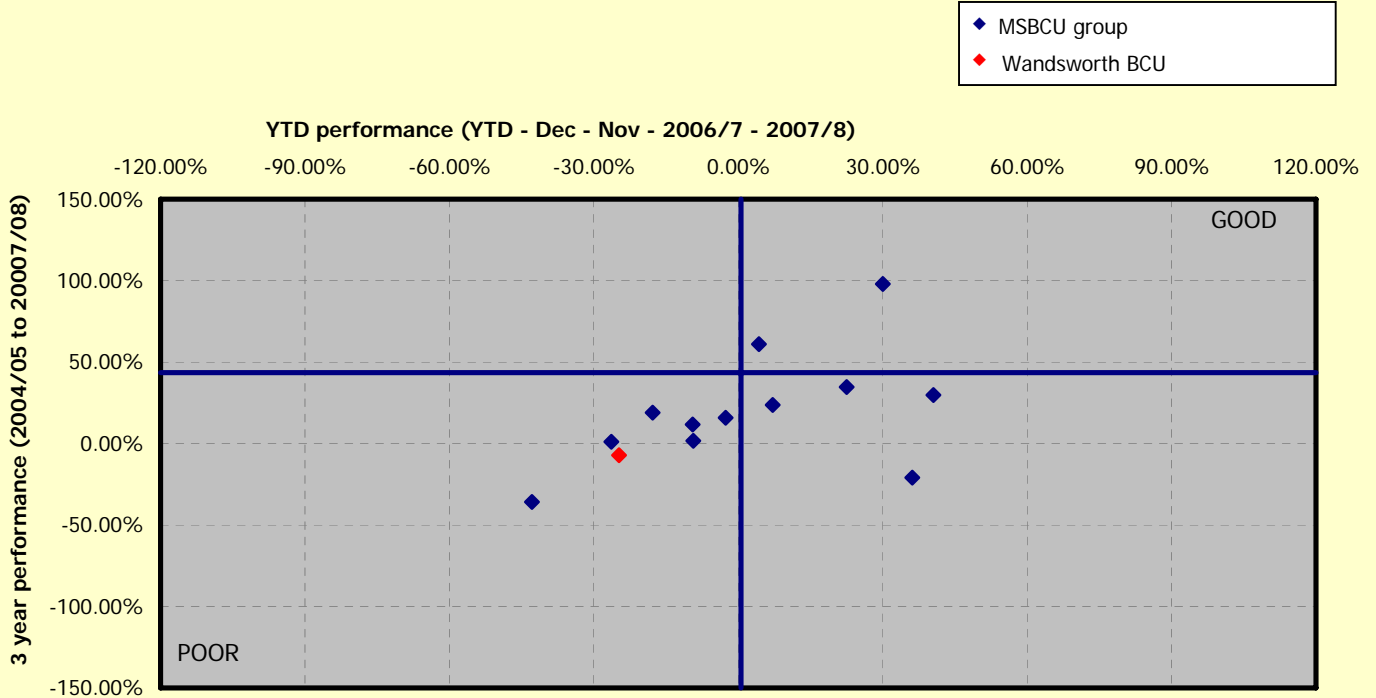
MSBCU Total Crime SD rate - Wandsworth BCU

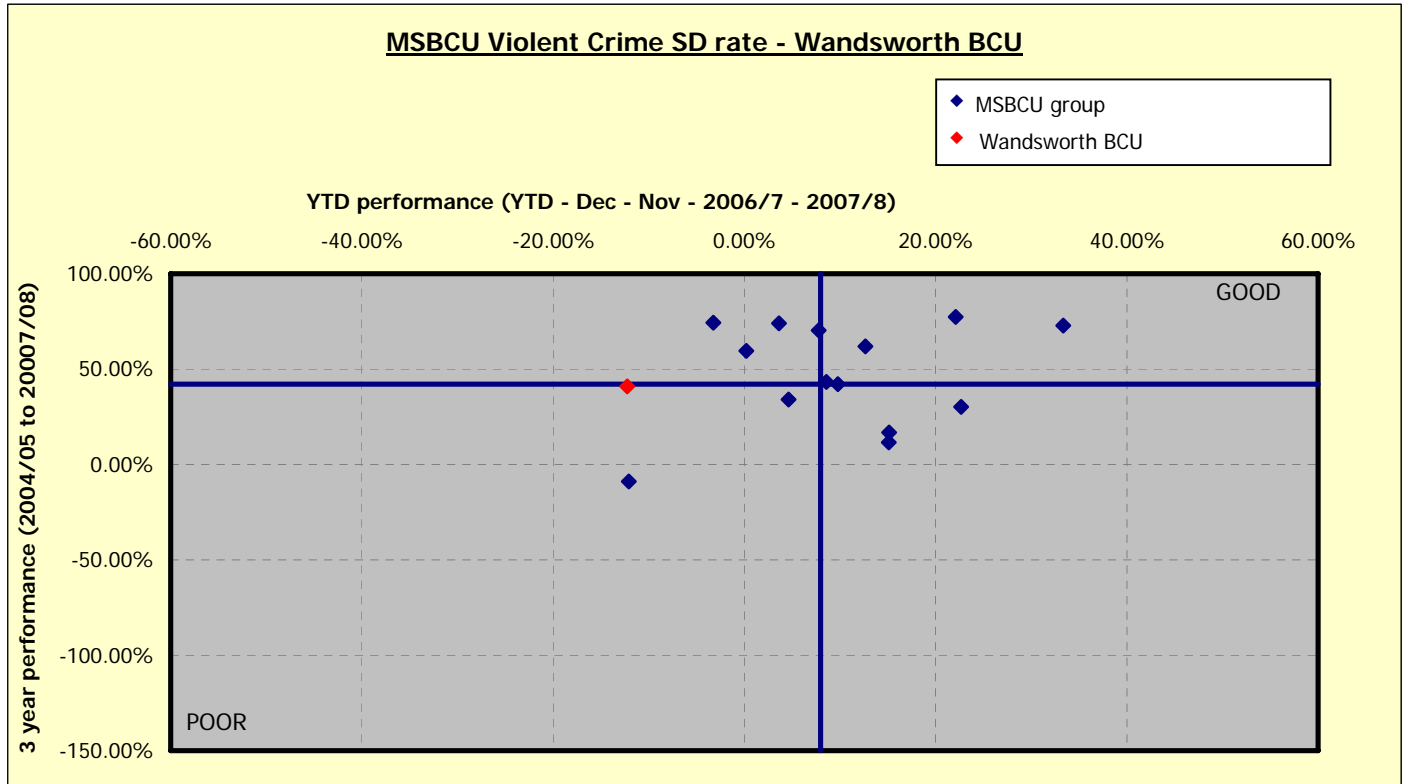
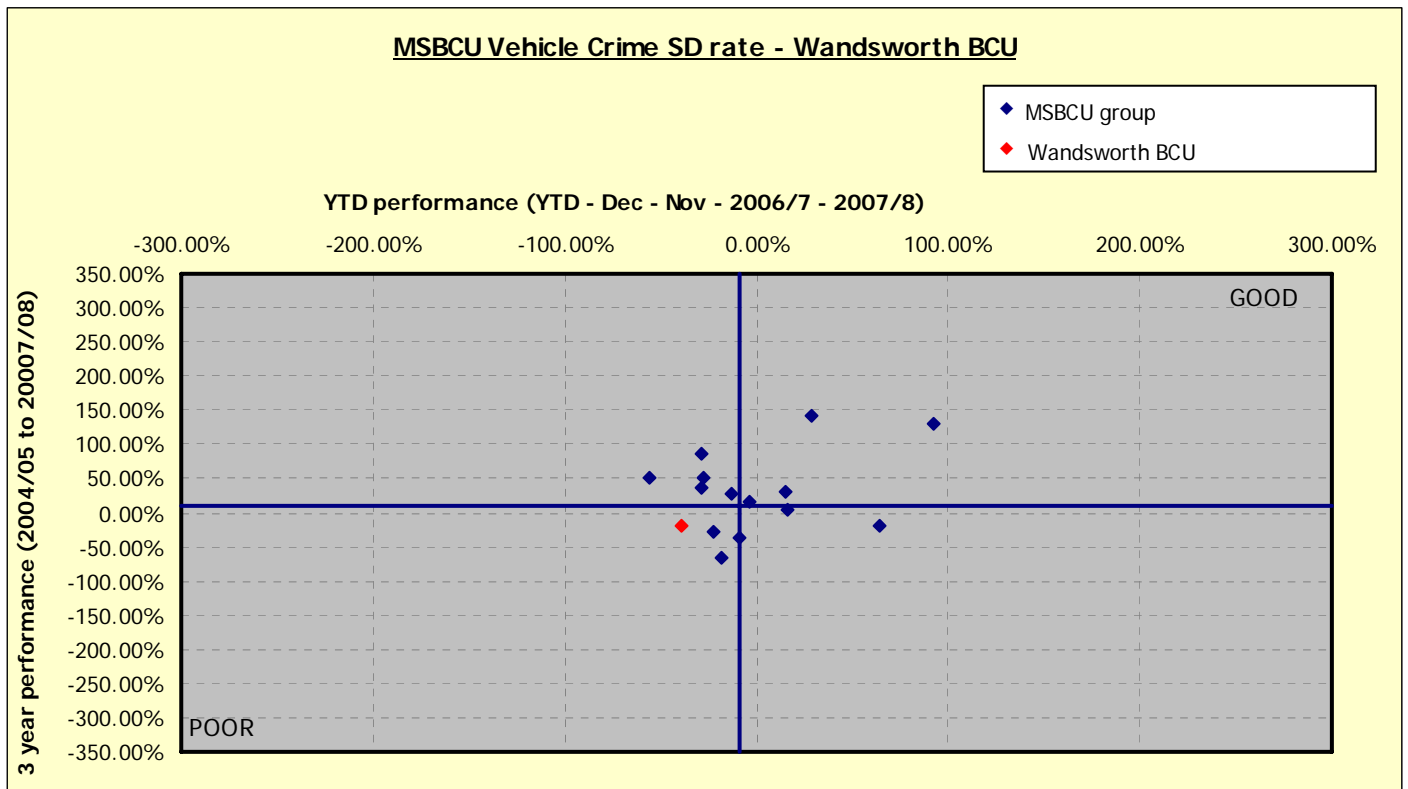


MSBCU Domestic Burglary SD rate - Wandsworth BCU



MSBCU Robbery SD rate - Wandsworth BCU





Appendix 'D'

NOTIONAL CONTRACT

Purpose

This 'notional contract' follows an HMIC inspection of **Wandsworth BCU** in the **Metropolitan Police Service**, that was conducted between **the 21st to 25th January 2008** 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 **Wandsworth BCU**, HMIC requires that the following recommendations be implemented by the **1st March 2009** at the latest:

Recommendation (1): Communication and Governance Arrangements

To improve the range of mechanisms for effective governance and communication across the BCU by activity that includes:

- The clarification of roles and responsibilities of teams/units;
- The use of a single and accessible repository for the terms of reference, minutes and action sheets from key BCU meetings;
- Improved and proportionate staff inclusion in the process of change, making full use of the recently established Wandsworth Improvement Team (WIT);
- The creation of a communication strategy (internal and external) that ensures a consistent and reliable mechanism for communicating key changes to staff;
- A restatement of the borough's policing style that promotes a cohesive workforce that appreciates how the various teams, disciplines and capabilities complement each other.

Recommendation (2): Sanction detection Improvement

To increase the BCU sanction detection performance by building upon the many strengths identified in this inspection and specifically to include the following:

- The use of a dedicated group to coordinate and drive forward sanction detection improvement activity against the current plan until such time as performance has notably improved in this area;
- Improved knowledge and use of PNDs as a sanction detection disposal option;
- In liaison with the BFM, to improve the mechanisms for the timely forensicisation of theft from motor vehicle offences;
- To improve the quality and supervision of primary and secondary investigations (against minimum standards) for those crimes investigated by non-specialist units;
- To reintroduce a dedicated Beat Crimes capability as soon as possible.

Recommendation (3): Performance Management Arrangements

To enhance the current BCU performance management framework so as to increase accountability, performance information and continuous improvement and to specifically include:

- The recreation of a BCU level capacity to provide team-based performance information and to conduct focused audits/inspections against perceived areas of risk and opportunity;
- To review and refine the existing performance measures for teams so as to create a simple, understandable set of indicators that reflect the qualitative and quantitative performance expectations of each team;
- The introduction of a generic framework for performance management at and below inspector (and police staff equivalent) level.

Recommendation (4): Resource/Demand Management

To increase proactive capacity, efficiency and productivity by improving the way in which resources and demand is managed and to include:

- Improving and communicating the way the IBO functions through the introduction of a user group that includes IBO and core team staff;
- The introduction of performance measures for the IBO and the consistent and active application of conditional deployment for SNT staff;
- The full implementation and? of? the MPS 'Responding Safely Together' initiative;
- An inclusive review of variable minimum strengths on uniformed core teams to ensure that they reflect the evidenced demand, staff capacity (benchmarked with other similar MPS boroughs) and the implementation of MPS policy for single patrol;
- Increased telephone investigation activity without prejudice to opportunities to improve sanction detection performance.

Recommendation (5): The Development of Key NIM Processes

To enhance the way in which the key NIM processes on BCU function. Specifically, this needs to include:

- Clarification of the purpose, functionality and key products from the Daily Intelligence Meeting (DIM) and the Daily Management Meeting (DMM) in such a way as to make the meetings complimentary;
- Improved use of targeted intelligence interviews;
- Review and clarification of the borough PPO scheme so as to improve its implementation, coordination and tactical execution within a single scheme that effectively uses intervention plans for each individual;
- To increase proactive capacity as part of the dividend to be realised from the implementation of recommendation (4) above.

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.

Wandsworth BCU is expected to meet or exceed the following performance targets **by 1st March 2009**:

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

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 HMIC revisit is conducted within the timescale described herein.

BCU Revisit and Review

Wandsworth BCU will be revisited by HMIC (Allington Towers, London) on or soon after **1st March 2009** to determine whether this notional contract has been fully discharged. At the 12 months stage (1st February 2009), 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.