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<b>Title</b>	Brent Borough Senior Management Team (SMT) Meeting minutes
<b>Version</b>	V1
<b>Summary</b>	Formal Approved actions and decisions of the Brent Borough Police SMT meeting on 16 March 2010
<b>(B)OCU or Unit, Directorate</b>	QK - Brent Borough / TP
<b>Review Date</b>	19 March 2012
<b>Date Issued</b>	19 March 2010

**Brent Borough  
Senior Management Team Meeting Minutes  
Tuesday 16th March 2010 at 9am  
Kilburn Police Station, 2nd Floor Parade Room**

**Glossary of terms used within these minutes is at the end of this document**

**Present**

Chief Supt Toland (Chair), CI Smith, DCI Concannon, CM Samee,  
Det Supt Kershaw, Supt Corkill, CI Hill, DCI Burns, HRM Sludden, HA  
Parkinson,  
CI Vincent, DCI Bonner, RM Weatherhead, DFM Oyesiku, P. Johnson,  
F. Clements (Minutes)

**1. Apologies for absence**

BFM Coleman, FM Lancaster, Supt Gardner, CI Peppin, CI Thomas,  
LDM Lee

**2. Actions from the last meeting - see attached action sheet**

**3. Finance**

- Chief Supt Toland requested an update on the current budget before the end of the financial year.
- Chief Supt Toland said that the borough cannot afford to come in as being overspent which is what this is currently showing.
- Income Regeneration - need to know the figures around this.
- Photocopier costs are showing as being high
- **Action: Arrange meeting with FM Lancaster next week and to invite the SMT**
- PATP's - Need to ensure that the money which can be claimed need to check that this is being done as it looks as though this has not been done.  
**Action: FM Lancaster to ensure that we have claimed all money back**
- Transport costs - reducing but still significantly up this period
- Uniform budgets - tighter control next year will help on this
- Overtime Codes/Claiming overtime procedures - Karen Lancaster to clarify on this next week. The system is not now working. There is a lot of disparity around this.
- IPT tapes - RM Weatherhead said that the borough should be cross-charging on these - however there has been no facility to charge the CPS though so have been unable to do this.
- Bank Holidays - CI Hill explained the new procedures around these and informed that there will be a full review undertaken after the first two bank holidays.

**Action: F Oyesiku to change allocation of bank holidays**

**Finance - Control Measures - Supt Corkill**

- Supt Corkill explained that Less than 5's and Less than 10's can be authorised by the Chief Inspectors - a log must be maintained of what is authorised.
- Court overtime - suggested that the budget be allocated to uniform and CID

**Action: FRM Lancaster to provide spend details to help to define the allocation**

- HA Parkinson spoke about police staff attending court. Clarified whether there is a policy. Det Supt Kershaw said that the DCI's can manage this - need to be sensible around this and try to avoid incurring overtime where possible.

- Less than 5's and 15's - how many were authorised last year to see whether we can reduce this

**Action: CI Hill to look into this.**

- Aid (Dismissal Times) - CI Hill will be checking these - need to be mindful of these.
- Detective Sergeants cannot authorise overtime - it must be an inspector - Det Supt Kershaw requested for Detective Inspectors only to authorise overtime for Detective Constables.

#### 4. Resources

- Member of temporary police staff who is currently in Resources has been given a permanent job within the MPS within the Finance department and will be leaving shortly. Trying to retain for sufficient handover period.
- Lockers - some of the problems with these have now been resolved. A full locker audit is required to be completed before the 25th March 2010. RM Weatherhead is awaiting the master keys in order for this locker audit to be commenced.
- RM Weatherhead said that she would be clearing out old uniform at Wembley Police Station on Friday 19th March 2010.
- RM Weatherhead informed that the scaffolding that had been up next to the canteen at Wembley Police Station has been taken down - PSD had paid for this.
- RM Weatherhead said that they had been recycling some of the old uniform where possible. However, also been recycling the remaining old uniform at Mandela Way.
- RM Weatherhead gave a general reminder for the overall upkeep of the buildings - need to keep on top of this consistently.
- There are still some problems within the locker rooms which need addressing.

#### 5. Performance - Chief Supt Toland

Provided feedback from the meeting which he had attended last week with DAC Lynne Owens - which focused upon the following aspects:

- Confidence is improving
- Public satisfaction is getting worse
- Burglary was 19% up and now is 8% up
- Most Serious Violence has improved
- Figures on how well police work with the council - were looked at
- Perception surveys focusing on CCC, initial contact, initial response, follow-up - we have deteriorated

- Car crime victims and victims of violence - these are the two main areas which we are not doing well on. Insp Bailey is doing QCB for all victims
- Motor-Vehicle Crime - deteriorated as well around the confidence of victims
- Burglary - 80% of victims are confident and improving
- Need to turn this around as this affects overall levels of satisfaction.
- 352 people attended Aladdin's Cave event on Saturday 13th March 2010. Chief Supt Toland said that the general feedback which was received was that most burglaries do receive a follow-up visit from the SN Teams.
- Brent has the highest response times to burglaries. Burglary follow-ups have been good - these have been done by the PCSO's. Chief Supt Toland said that everyone who he had spoken to on Saturday had received a burglary follow-up visit.  
**Action: Supt Corkill to link into LDM Lee to review customer care training?**
- Car crime surgeries - forensic procedures - to look into getting these up and running again on both the north and the south of the borough  
**Action: BFM Coleman to review this**
- Centralised Crime Management Unit might be rolled out across the MPS
- Robbery follow-up visits for victims who actually live on the borough  
**Action: SNTs to visit all victims**
- Initial Call Response - concerned about the level of disparity around this - i.e. depending on the allegation appears to depend on response time.
- Police Collisions - within the last three years this has decreased.
- Borough Visibility - is improving
- Single Patrol - looking if stop and search will decrease due to single patrol. Assaults a slight increase, but hot spots are custody suites
- SNT Visibility - Require a system in place to ensure that this is being done. This is in relation to the pledge around Public Engagement.
- Anti-Social Behaviour - there has been a fairly large increase
- Public Protection - Domestic Violence - confident that will reach the required target on this.
- Merlin (Supervision rates) - requires work.
- Offender Management - this is moving in the right direction. Most Serious Violence - some are historical or require a review. Det Supt Kershaw informed that four are due to come off.
- Residential Burglary - Chief Supt Toland said that Brent are starting to flag up in the HMIC data for this and it is not a position we want the borough to be in.
- CAD to CRIS conversion - borough is showing as being above average.
- Burglary Sanction Detection rates - 102 charges and cautions - Brent is the highest within the MPS on this within the North West cluster area.
- TIC's are currently at 4.1
- Burglary EWMS - 44 down to 30 - doing well and now aiming to reduce this to being in the 20's.
- Robbery offences - flagging up within the Iquanta Data - do not want to be shown under this - this needs to be addressed.
- Knife Crime - has increased within the last 4 or 5 weeks - a high percentage of this knife crime is robbery related.

- Gun Crime - this is reducing. The borough is 54 crimes worse off compared to last year.
- Devolved budget - showing as being overspent year to date.
- A conversation ensued about Hire Vehicles over spend, that the figures do not make any sense, as we have returned numerous vehicles and the reduction does not appear to have assisted the finances. There was a debate about leasing verses hiring, with an apparent negligible difference. It was confirmed that all the hire vehicles on the borough had been reviewed recently. That the mileage on the hire vehicles needs to be monitored on a constant basis by the Garage Hand.

**ACTION. RM Weatherhead to review this**

- Police Officer Over Time - year to date - Brent is the highest for police constables.
- Staff Satisfaction questionnaires - 178 were returned. The survey was focused upon how people feel about their jobs. Results showed a significant decrease and shows a deterioration in how people feel about their jobs.
- Complaints against police officers - there has been a significant reduction in this for Brent within the last 12 months.
- HERMES - not working at present this is due to a software issue. Chief Inspector Vincent said that these HERMES kits should be ready to go out.
- Chief Inspector Hill said that Apollo is working really well
- Chief Inspector Vincent said that the PDA's are working well
- ACTP - modernisation plans for TP - there has been a lot of staff which have been abstracted to undertake this. Chief Supt Toland explained that Supt Corkill has been released from the borough for ten weeks to work on a project which will be looking at management and costs. Chief Inspector Smith will be acting up as Superintendent in his absence.
- Chief Inspector Thomas and Phil Johnson are within a handover period of the roles at present.
- The Chief Inspector vacancies will be coming out soon across the MPS.
- A conversation ensued around the modernisation of the Police Service and what TP might look like in the future and how boroughs are likely to change shape.
- Supply to Op Blunt is under review - North West set up which will be deployed around five boroughs within the North West.
- MSC - there has been 300 applications/expressions of interest - Chief Supt Toland asked Chief Inspector Smith how many of these are local. This is a huge Key Individual Network (KIN) and there is an opportunity to e: mail them regularly to update them with confidence messages etc...
- Safer Neighbourhood Team shift patterns are under review
- There will be 10 POCA posts going
- North West Intelligence meeting - Commander Kevin Hurley chairs this meeting - it is areas based work which it focuses upon. It is attended by Supt BCTG leads, the Higher Analysts and Detective Chief Inspectors. HA Parkinson said that this meeting has looked at the amount of Eastern Europeans which are coming into the borough everyday and the impact and affect which this has upon our crime.

## 6. Forensics

No issues were raised

## 7. **Communications Updates - CM Samee**

- Market research being conducted on the borough around Citizen Focus and Confidence - there are still some outstanding interviews to be conducted. They would like to attend the EPIC meeting which is going to be held either at the end of April or at the beginning of May.
- The deadline for the SNT newsletters is 6th April 2010.
- Council - ASB minimum standards - there has been a budget given from the Home Office for publicising information on this.
- Paan Spitting campaign in Wembley High Road - someone has spat paan all over the banner already.
- Justice Seen/Justice Done - the film which had been made had been financed by this. Central government has informed Brent that due to the forthcoming election this film can't be shown. Chief Inspector Vincent said that he will be taking this up personally with LA.
- All Safer Neighbourhoods Teams have now been given their fridge magnets to distribute to residents, which includes the teams contact numbers on these.
- Beat Youth magazine - Safer Neighbourhood Teams are handing these out in the schools.
- Brent Buzz newsletter - this will not be published in March - the next issue will be out in April - this is due to staff on annual leave. CM Samee requested for anything to be included within the next issue to notify CM Samee.

## 8. **HR Issues - HRM Sludden**

- Police Staff Briefing Day - budget reductions - HRM Sludden asked the SMT for a steer on what to include within this briefing. The largest fear is around redundancy. Redundancy is a very expensive option - should be able to re-deploy staff within such a large organisation as the MPS. THR update - HRM Sludden informed that she would be the West Resource lead and not only covering Brent within her new role.
- HRM Sludden said that she had been given a large piece of work to do between the 1st to the 19th April 2010 whereby she would be uploading where all our staff are (resource planning) this is an internal process.
- The HR department are currently in the process of preparing all the personal files in order for them to be ready to be transferred centrally at the end of March 2010.
- E-learning package (new people services package has just been published on NCALT - this is a mandatory requirement and needs to be completed by all staff and officers.

**Action: HRM Sludden to ask LDM Lee to communicate to the borough that this has to be done - there is an additional package to be completed for managers as well.**

- People Services website now is up and running this includes information on the following areas: return to work and special leave requests
- HRM Sludden is undertaking some work on understanding what her new role with the borough now means.
- Risk assessments - there is a recognised peak within the summer months of July and August - 250 days were lost last year due to

sickness over these two months. We need to be getting more into the efficiency side to decrease this.

- HA Parkinson raised an issue that the HR - Applications mailbox which is managed by the recruitment department at Hendon - sometimes applications which have been submitted by e: mail have not been received - this needs to be addressed.
- HR People Services attended Brent Borough last week to undertake some filming.

## 9. Learning and Development

No issues were raised

## 10. Operations Updates - CI Hill

- Compulsory wearing of Met Vests still is to be continued.
  - Tactical Plan - require a template for this
  - Iraqi elections - Chief Supt Toland thanked CI Hill for all his work on this.
  - Double crewed cars should be 10 on lates and nights
- Action: CI Hill to send a message out to reiterate this.**

## 11. Partnership Updates - Supt Corkill

- Tasking SN Teams from the meeting which HA Parkinson attends. This tasking focuses upon crack houses. Need to show what the borough is doing to identify crack houses. Chief Supt Toland asked how many crack houses does the borough have? Chief Inspector Vincent said that the LA would possibly have this information as it was discussed at the RSL Housing Group meeting which Chief Inspector Vincent attended recently. Chief Supt Toland said that Hillside had advised upon this information previously as this information was used as part of Operation Ladon.  
**Action - HA Parkinson to speak with the LA on how many crack houses there are on the borough.**
- Borough Statement of Expectations of Supervisors - this document has been circulated. Any changes to this to notify Supt Corkill.
- **Chief Inspector Vincent** - Street Briefings - Chief Supt Toland said that he had received good feedback at the Aladdin's Cave event. He asked Chief Inspector Vincent if e: mail addresses are recorded from the people who attend the street briefings. This would allow follow up communications so that it is not just seen as a one off event which they are attending? Chief Inspector Vincent said that this is varied.
- Safer Neighbourhood Teams sending messages to KIN - the target for this is once per month - Chief Supt Toland asked if this is being done - Chief Inspector Vincent confirmed this.
- **Chief Inspector Smith** - spoke about a meeting which he attended recently regarding the Olympics. There is obviously a terrorist threat and it will be the largest challenge to the MPS. It will be a massive demand for three months. A command team will be established. On a local level it will be difficult to police borough events e.g. large screens in parks etc. MSC will be back-filling SNT's. Every accredited security company in the country will be utilised in some way. Some other crimes do reduce during the Olympics. Mutual aid from the navy etc... will be drafted in to assist as well.

### **DCI Concannon provided an update on Mispers**

- Review of the process been conducted by Supt Corkill and Insp Perkins and overall the process has improved.
- Misper Taskforce - a draft protocol needs to be signed off by the end of April 2010. The protocol focuses upon children in care homes and various factors which need to be considered in order to prevent them going missing - process for when they return - this will reduce the number of mispers. Feedback is required on this draft protocol. DCI Concannon asked could a presentation be given on this to the SMT. It was agreed that this would be presented at the next SMT meeting on the 20th April 2010 - for this to be included as an agenda item for the next SMT meeting. DCI Concannon will send out the draft protocol to the SMT

**Action: DI from Misper Unit to attend the next SMT**

### **12. Update on Diversity Strategy - Supt Corkill**

- LGBT event - this was funded by the NHS
- Deputy launched the new strategy
- NPIA - new equality standard assessment on the borough - toolkit coming out from the Diversity Directorate.
- A Police Constable's Practitioners Group - this officer will be a working practitioner.
- Chief Inspector Peppin has been designated as the new Elders lead for the borough's diversity strand leads.

### **13. Citizen Focus Update - Supt Corkill**

- Citizen Focus DVD to be viewed by Supt Corkill and then to decide when to present it - close to having a visual product.

### **14. Health & Safety Update**

- Risk Assessments are to be done
- Borough Health & Safety policy is to be updated  
Action: LDM Lee to update this.
- Locker Rooms - there are civil actions after injuries in the locker rooms.

**Action: All locker rooms at Wembley to be cleared on 20 March**

### **SMT Visibility - Key Issues**

- Bank Holidays - explain there is a reduction in finances
- Complaints - significant reduction in these
- Car crime / common assault - confidence of victims
- A lot of change on the horizon
- Confidence levels are up
- Single patrolling - explaining why this is happening
- Locker rooms - message to go out that no kit bags are to be stored in corridors and no rubbish is to be stored on top of lockers.
- Good arrests recently
- Reviewed commendations - this is linked to the above key point

### **Date of the next SMT meeting**

**Tuesday 20th April 2010 at 9:00hrs**  
**at Kilburn Police Station, Parade Room on the second floor**  
**BRENT GLOSSARY OF TERMS**

<p><b>A</b>  ASB - Anti-Social Behaviour  AWT - Affordable Workforce Target  APLS - Automatic Personal Location System  ABE - Achieving Best Evidence  Apollo - Fingerprint technology</p>	<p><b>B</b>  BWT - Borough workforce Targets  BCU - Borough Command Unit  BTU - Borough Tasking Unit  BARK - Brent Action for Responsible K9s  BIU - Borough Intelligence Unit  BCTG - Borough Coordinating and Tasking Group  BHL - Bank Holiday Leave</p>
<p><b>C</b>  CPS - Crown Prosecution Service  CCC - Central Communications Command  CJU - Criminal Justice Unit  CPU - Case Progression Unit  CRIS - Crime Reporting Information System  CARB - Collision Accident Report Book  CPDA - Crime Prevention Design Advisor  CST - Community Safety Team  CMU - Crime Management Unit  CLO - Court Liaison Officer  CMO - Chief Medical Officer  CSU - Community Safety Unit  CAD - Computer Aided Dispatch</p>	<p><b>D</b>  DV - Domestic Violence  DMM - Daily Management Meeting  DPA - Directorate of Public Affairs  DVOG - Domestic Violence Operations Group</p>
<p><b>E</b>  ERO - Evidence Review Officer  ELS - Emergency Life Support  EWMS - Emerald Warrant Management System  EPIC - Enforcement, Prevention, Intelligence and Communication  ESB - Empress State Building</p>	<p><b>F</b>  FLO - Family Liaison Officer  FIT - Forward Intelligence Team</p>
<p><b>G</b></p>	<p><b>H</b>  HMIC - Her Majesty's Inspectorate of Constabularies  HERMES - Mobile phone identification</p>
<p><b>I</b>  IT - Information Technology  IPT - Integrated Prosecution Teams  IRV - Instant Response Vehicle  IPLDP - Initial Police Learning and Development Programme  IBO - Integrated Borough Operations</p>	<p><b>J</b>  JSJD - Justice Seen Justice Done</p>
<p><b>K</b>  KPRM - Key Performance Review Meetings</p>	<p><b>L</b>  LCJB - London Criminal Justice Board</p>
<p><b>M</b>  MPS - Metropolitan Police Service  MSC - Metropolitan (Police) Special Constabulary  MSV - Most Serious Violence  MARAC - Multi Agency Risk Assessment Conferencing</p>	<p><b>N</b>  NFA - No further action  NAD - Not another drop  NIM - National Intelligence Model</p>

MO - Medical Officer (also call CMO) MV - Motor vehicle	
<b>O</b> OST - Officer Safety Training OBTJ - Offences Brought To Justice OT - Overtime	<b>P</b> PIP - Professional Investigation Programme PCFT - Police Constable Foundation Training PDR - Performance Development Review PPD - Public Protection Desk PEEPS - Personal Emergency Evacuation Procedure PLO - Prison Liaison Officer (also called CLO) PoVA - Protection of Vulnerable Adults PCU - Priority Crime Unit PSP - Problem Solving Process PCS - Public and commercial Services Union PACE - Police and Criminal Evidence Act PIB - Performance Information Bureau PAS - Public Attitude survey
<b>Q</b> QA - Quality Assurance QSR - Quality of Service Report	<b>R</b> RAF - Resource Allocation Formula
<b>S</b> SMT - Senior Management Team SAC - Serious Acquisitive Crime SD - Sanctioned Detection SPOC - Single Point of Contact SOIT - Sexual Offences Investigation Trained SRO - Station Reception Officer SNT - Safer Neighbourhoods Teams STT - Safer Transport Teams SHRA - Strategic Human Resources Advisor SOP - Standard Operating Procedure SWOT - Strengths, weaknesses, Opportunities and Threats	<b>T</b> TP - Territorial Policing THR - Transforming Human Resources TDC - Trainee Detective Constable TCT - Town Centre Team TIC - Taken Into Consideration TSG - Terrotorial Support Group TNO - T Notification Offences
<b>U</b>	<b>V</b> Viido - Visual Images, Identification and Detections Office VCoP - Victim Codes of Practice
<b>W</b>	<b>X</b>
<b>Y</b> YOT - Youth Offending Team YET - Youth Engagement Team	<b>Z</b>