



CENTRAL WEST POLICE



London context and Rationale for BCUs



Following testing in two “Pathfinder sites” the Metropolitan Police Service (MPS) Commissioner decided to move from a 32 Borough based policing model to the creation of 12 Basic Command Units (BCUs).

The MPS is facing a rise in demand for our services, there are financial challenges, and we are policing a growing London population which is getting younger and there is increasing complexity and expectations. Without significant changes in how we manage our resources we will be unable to meet these challenges and the complexities of policing a global city like the Capital.

The benefits we anticipate under this model are more flexible resourcing, savings from sales of buildings and demand reduction through local resolution teams.



CENTRAL WEST SENIOR LEADERSHIP



CHIEF SUPERINTENDENT
BCU COMMANDER
ROB JONES

CRIME



DETECTIVE SUPERINTENDENT
JESS RUDELL



DETECTIVE CHIEF INSPECTOR
CHRISTINA JESSAH

HQ



SUPERINTENDENT
ROBYN WILLIAMS



CHIEF INSPECTOR
DAN IVEY



CHIEF INSPECTOR
LYSANDER STRONG

LDSS



OPERATIONAL SUPPORT MANAGER
ANDREA PAGE

**NPT/PARTNERSHIPS
ROYAL PARKS**



SUPERINTENDENT
HELEN HARPER



CHIEF INSPECTOR
ANDY BRITAIN



CHIEF INSPECTOR
KAREN DUCKWORTH

RESPONSE



SUPERINTENDENT
MARK LAWRENCE



CHIEF INSPECTOR
MARK WHITTEN

SAFEGUARDING



SUPERINTENDENT
LIS CHAPPLE



DETECTIVE CHIEF INSPECTOR
SEB ADJEI-ADDOH



DETECTIVE CHIEF INSPECTOR
IAIN KEATING



Vision

New way of working	Impact
Operate in a more consistent way across all parts of London	<i>Further professionalise local policing by setting and maintaining common standards of operating practice, quality and performance</i>
Establish functional and empowered leadership	<i>Increased professionalism in leadership of local policing services – with more leaders. Closer to the operational front line, empowered to make key decisions.</i>
Deal with vulnerability more holistically and more effectively by bringing together specialist and local services	<i>A service focussed on the needs of the victim and that addresses more issues, earlier within families – preventing or reducing further victimisation</i>
Deal with high volume / lower risk demand more efficiently	<i>Improved Response processes and categorisation of crime, linked with increased empowerment</i>
Deal with demand more effectively by an increased focus on prevention proactive policing	<i>Reduce victimisation and remove/ reduce future demands for policing</i>
Build a strong and resilient operational front line – supported by specialist capability to tackle high risk, complex or longer term crime problems	<i>Professionalise and raise the status of the frontline response officer – while providing specialist, local support for the crimes and problems that need them</i>
Build resilient operating structures across London	<i>Operate at a scale that allows dedicated leadership and commitment to critical policing services – and that builds teams that are sufficiently large to be resilient and that make best use of our leadership posts</i>

The BCU Model

Integrating five local policing functions



Response

- These teams will respond to emergency calls and deal with ongoing incidents. They provide a taskable resource in response to crime trends, Public Order Aid and force mobilization.
- More efficient management will improve cross border deployments (currently only 1%) and improve call allocation to ensure the nearest unit attends the call (currently only occurring in 22% of calls)
- Investigating non serious & non complex crime to offer immediate victim/ investigator contact to improve victim care and ownership of investigations
- Reduced 'handover' of investigations improves efficiencies and prevents reworking of enquiries during an investigation.
- Management of their own prisoners will ensure effective evidence capture at the scene and encourage 'out of court' disposals.

CID

- Teams of investigators will respond directly to the more serious and complex crimes, offering immediate victim/ investigator contact.
- They will also deliver a proactive response to crime, disorder and offending, utilizing traditional uniformed tasking teams alongside proactive units
- A new approach to tasking & co-ordination will mean that the BCU has increased visibility of and access to specialist teams
- Offender Management including Jigsaw, Integrated Offender Management and Youth Offending teams will be resourced according to National guidance and mobile technology will enable remote working with key partners.

HQ and Leadership

- This enables joined up command and control.
- It will provide a greater degree of uniformity to SLT structures, with workloads being more balanced throughout.
- Engages key areas of business (the other four strands) within the command focal point.
- Empowers the other strands to make decisions following a fast time review, and promote continuous improvement.
- Presence in the Operations Room will allow sharing of expertise and enables strands to deal with identified priorities.

Safeguarding

- This will bring together local and previously centrally managed services that have been dealing with child abuse, rape and domestic violence in one place.
- Create a new, response functions to get the specialist skills straight to the scene of more serious crimes.
- Delivering immediate investigator – victim contact and reassurance at the earliest stage.
- Bringing these resources together will enable us to provide a more joined up, victim-focused service, by delivering more resilient larger multi skilled teams.
- A 'Virtual Front Door' will offer more efficient referrals, support, information sharing and effective partnership engagement from a single point. Increased staffing level

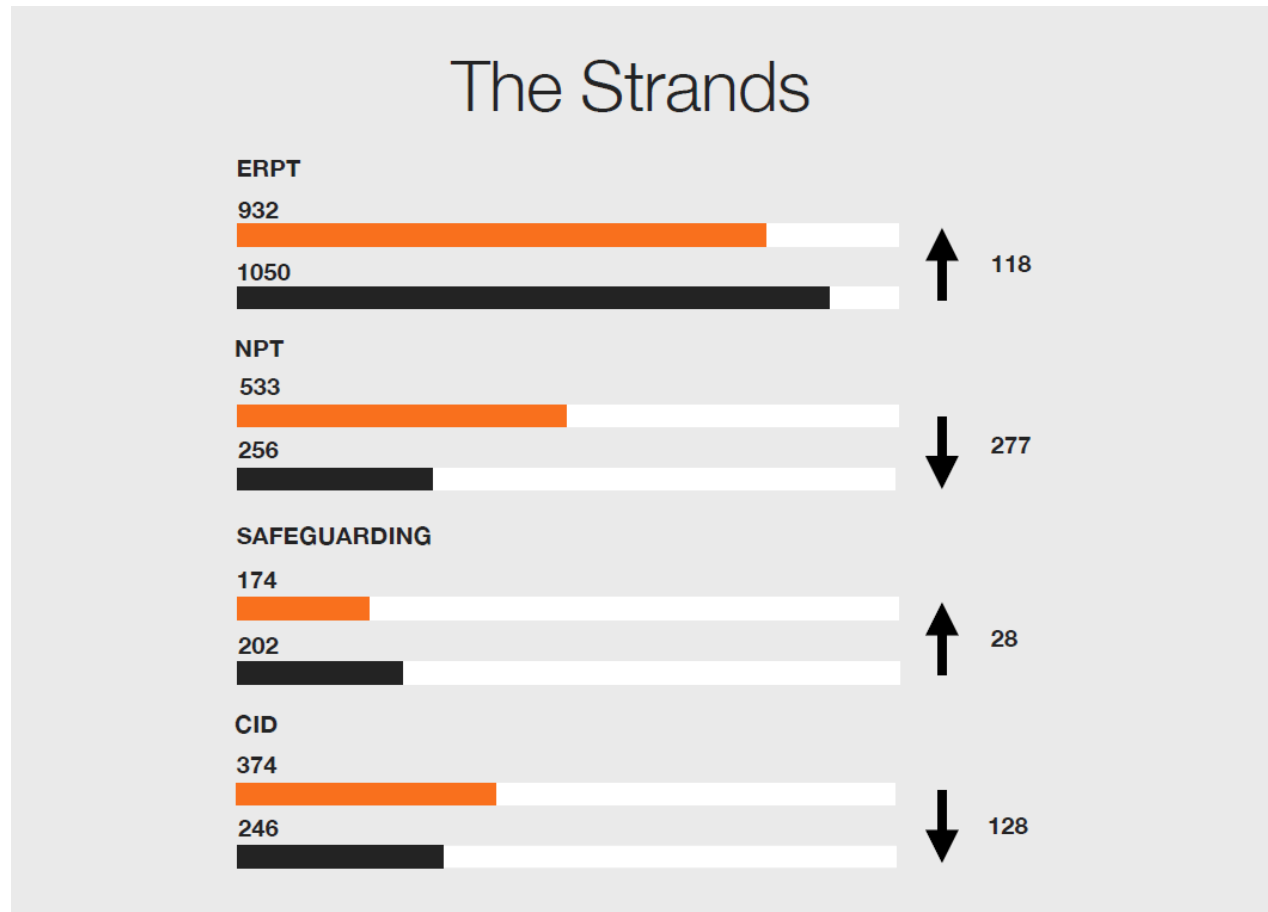
Neighbourhoods

- Dedicated Ward Officers 'ring fenced' from abstraction.
- Focus on community engagement and 'local' policing. Local consultation regarding deployment of Dedicated Ward Officers to address local priorities.
- Youth and Schools Officers offering improved engagement with young people to identify vulnerability and risk.
- Partnership and Prevention officers providing specialist crime prevention/ problem solving advice in line with "Prevention First", owning strategic problems affecting the BCU as a whole.
- All staff will be locally based, and work to deliver on local priorities developed via local consultation



Creation of Central West BCU

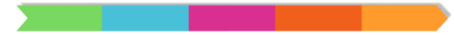
Key dates and overview



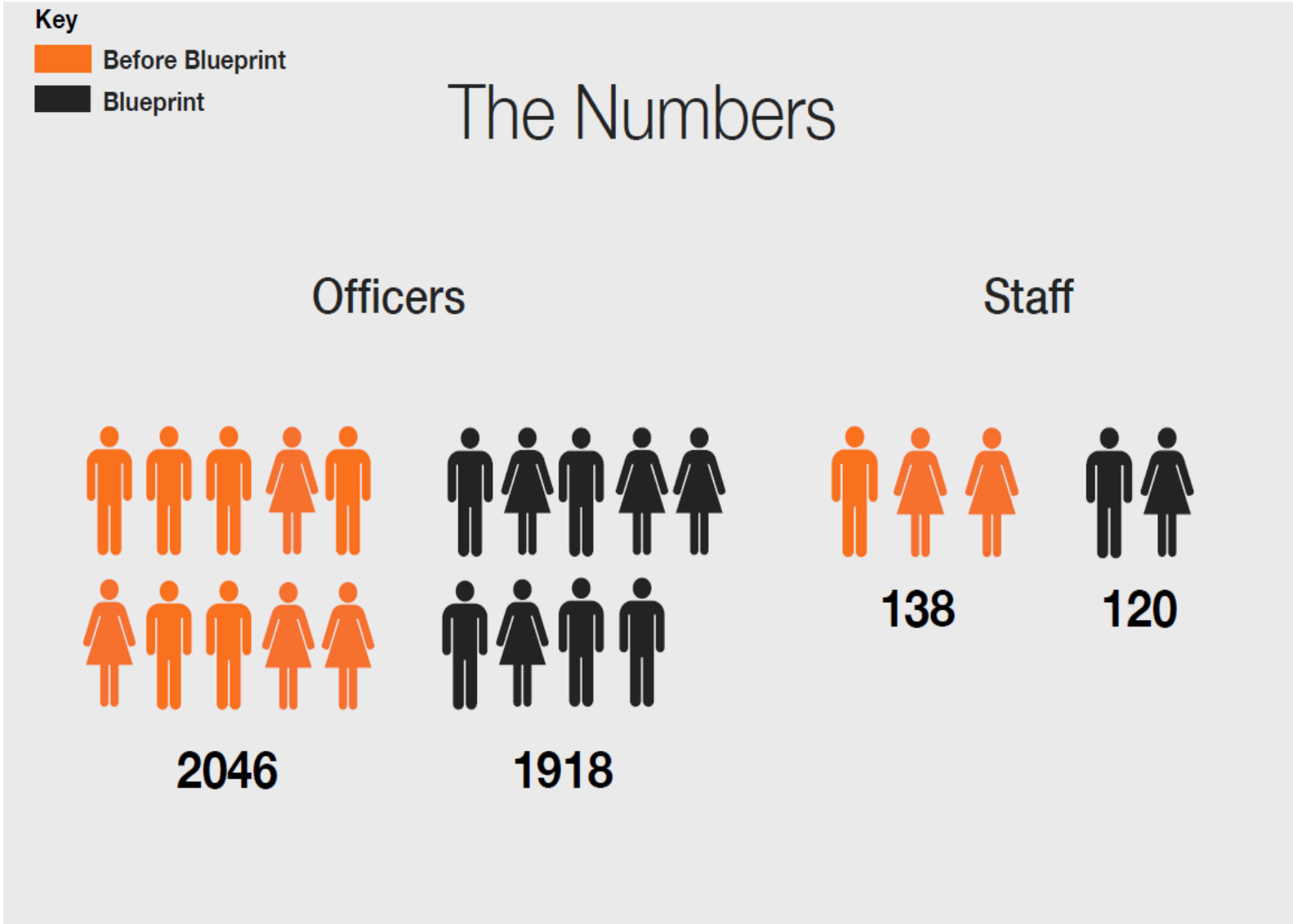
Central West BCU will cover Westminster, Hammersmith & Fulham and Kensington & Chelsea Boroughs.

The BCU model incorporates 5 policing “Strands” each led by a Superintendent; Response, Neighbourhoods, Investigations (CID), Safeguarding and Headquarters. We had been trialling a “Borough Lead” Superintendent model, however we are not continuing with this.

The “Go Live” date for Central West is 20 February 2018. There is a “stabilisation period” of 3-4 months following this.



Changes in Officer numbers



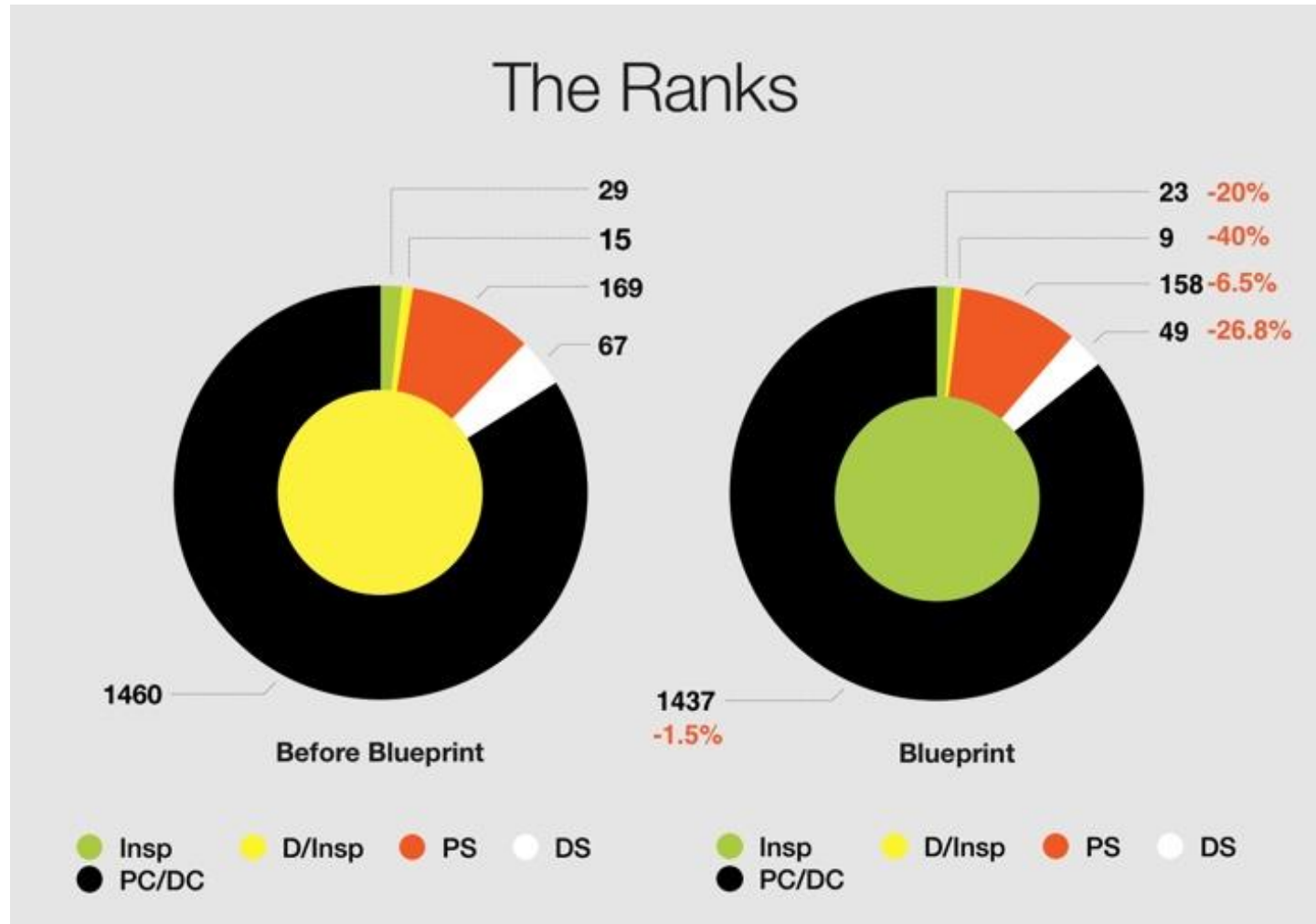
From February we will have around 130 fewer officer posts. Most of the reductions are from supervisory and senior posts.

There are reductions of officer posts in Neighbourhoods and Investigations and increases in Response and Safeguarding. Headquarters has also been created.

These changes reflect the fact that crime profiles have changed and also because our Response officers will be investigating non-serious and complex crime. Headquarters includes officers who are focussed on demand reduction and increased back office efficiency.



Reductions by Rank



This rank mix changes slightly from time to time but gives a snapshot of at what rank officer numbers have changed.

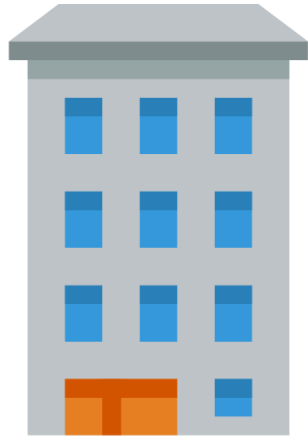
There are also reductions at Chief Superintendent rank.

Resources shown in this pack are within the BCU.

However due to its central location and crime/location profile the BCU also works very closely with specialist teams for example public order, firearms, counter terrorism and protection teams.



Estate



The current estate is:

Westminster

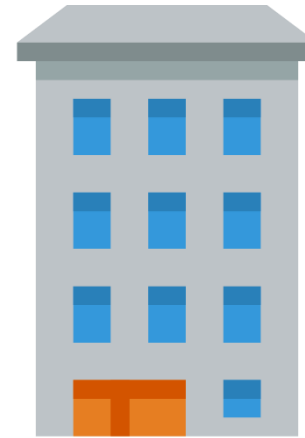
Charing Cross, Belgravia, Kilburn
West End Central, Church Street

Hammersmith

Chiswick, Shepherds Bush, ESB

Kensington

Kensington, Notting Hill, [Royalty
Studios, Kenway, Worlds End]



Ready in phases between now and
2020 the Central West BCU estate will
be:

Charing Cross (Ready 2019)

Hammersmith (Ready 2020)

Kensington

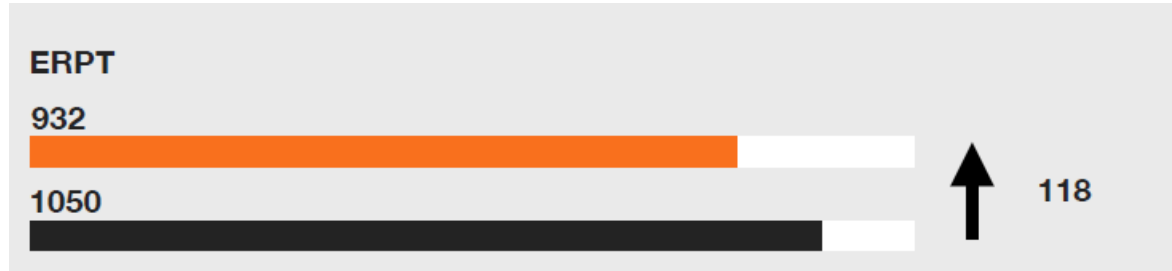
Kilburn

Church Street (Westminster)

Neighbourhood contact points



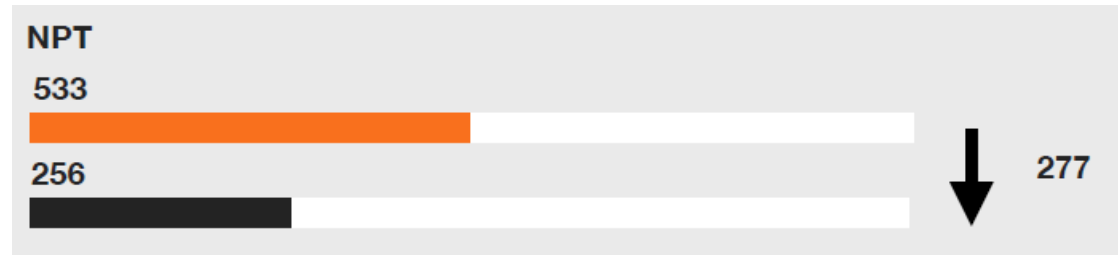
Response – key changes and lessons learned



- Response officers will be investigating non-serious/complex crime. Internally this is termed ‘My Investigation’. Initially this will be resource intensive as officers work to increase their competence level. However training has been underway for some time in Westminster and Hammersmith & Fulham and Kensington & Chelsea already operate this model. Ultimately (est. within 6 months) officers will have increased investigative skills and demand will be taken away from, primarily, Neighbourhood officers.
Learning – Response Strand needs to be fully resourced at Go Live in order that response times do not suffer.
- Night Time Economy – There will be a greater number of deployed officers available at times of peak demand with better levels of supervision.
- Officers will be distributed across the BCU. Ultimately the main sites will be Charing Cross and Hammersmith.



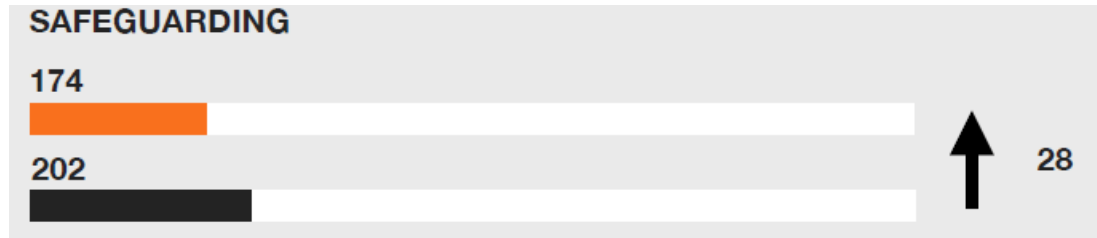
Neighbourhoods – key changes and lessons learned



- Neighbourhood officers have moved to Response to increase numbers available to investigate crime.
- Dedicated Ward Officers remain (2 per ward). These officers will have a reduced crime load and are generally not used for public order events. **Learning – these roles are essential and alongside a problem solving role these officers must get to know their community better and will assist with Safeguarding work.**
- Partnership & Prevention Hub – consisting of specialist in Hate Crime, Hotel Engagement, Universities, ASB, Rough Sleeping and Social Media providing 16/7 cover. A dedicated Licensing Team remains. There is an increase in Schools Officers **Learning – we must continue to invest in prevention.** Also Tasking Teams of around 20 officers are available
- West End Engagement Team – 50 dedicated officers to manage daytime activity in this critical area. **Learning - This is the key demand generator for the BCU and must continue to be resourced.**
- Officers will be distributed across the BCU.



Safeguarding – key changes and lessons learned



- The design aim is to professionalise this area of practice to deliver the best outcomes for vulnerable people. **Learning – all officers must have increased understanding of Safeguarding issues.**
- Team numbers are increased to recognise the importance of this area.
- Specialist units are being brought into BCUs, those that investigate rape and child abuse cases. In due course we are likely to increase officer training to a position where they are multi-skilled.
- Most officers will be based in Charing Cross with others at Kensington and based with partners at Frampton Street.



Investigations (CID) – key changes and lessons learned



- The team numbers have decreased to recognise the work that has moved into the Response Strand.
- Crime that is not serious and not complex will be investigated by Response officers. This means that the most skilled officers are able to deal with difficult cases more quickly.
- **Learning - Proactive teams are retained.** Together with gangs teams working with our partners, these teams will work on primarily violent crime.
- Investigations teams will be primarily based at Charing Cross initially.



Headquarters – key changes and lessons learned



1x Superintendent
2x Chief Inspector
3x Inspector
18 x Sergeants
39 x PC's

- The Headquarters (HQ) function provides senior officer level cohesion for pan-BCU, functional activities and leading business change.
- There will be a single Control Room for the BCU based at Charing Cross – this will provide borderless deployment. **Learning – All Strands must be represented to provide the best and quickest service to victims.**
- A “Local Resolution Team” has been created and will be in operation from December 2018. This will deal with a number of calls to police at source and will provide demand reduction for police and a better faster service for the public.



Central West – key challenges

Demand – We anticipate this will continue to increase including through additional footfall when the Elizabeth Line is operational. However this is mitigated by prevention work done in partnership with business and also a distribution of footfall across the line (as experienced with the advent of the night tube).

Efficient tasking – We will continue to work with partners on this, working in multi-agency teams to address key issues of ASB, night time economy and street population issues.

Night time economy – This will now be primarily policed by Response teams and we will be reviewing performance in this area carefully. We are primarily focussing on violent crime and drug issues, however there is a key Safeguarding role here too.

Events – There will continue to be significant events and we will ensure that the right balance is struck between central and local resources.

Officer training – Many of our officers will be taking on new roles or responsibilities and it is possible it will take 6-12 months for performance to be consistent.

Effective communication – How we communicate and share information effectively with partners is something we should continue to work on.



West End & St James DWO's

Location: West End Central, moving to Charing Cross

Responsibilities:

A Dedicated Ward Officer will:

- Police an individual ward, being the named contact for both external and internal enquiries, along with a DW PCSO
- Hold at least one Community Contact Session a week
- Agree at least 3 ward promises with the ward panel
- Lead on developing ward engagement, maintaining details of ward panel members, KINs and community contacts, engaging with all communities and community/faith groups
- Ensure that the Safer Neighbourhood web site, social media accounts and ACE are up to date regarding ward activity, public access and other meetings
- Proactive patrol of their ward on foot or bicycle, gathering intelligence and conducting proactive operations to prevent and detect crime and ASB
- Application of problem solving methodology to ward priorities and concerns
- Delivering crime prevention and demand reduction strategies.
- Delivery of the crime / harm prevention strategy on their ward
- Working with specialist units, drawing on local knowledge in areas such as organised crime and CT
- Focus on victim care, working with internal and external partners to safeguard vulnerable victims and witnesses
- Tackle ASB on their ward, especially high risk cases, through problem solving and collaborating with partners
- Gather intelligence to support offender management activity
- Use problem solving methodology to address issues requiring a long term partnership approach
- Work with the MSC to support Neighbourhood initiatives
- Coordinate activity with the Partnership & Prevention Hub and Schools & Youth officers
- Engage with and support the growth of Neighbourhood Watch to deliver crime prevention projects.
- DWOs will not be abstracted from their role to provide aid (with the possible exception of New Year's Eve and Notting Hill).
- Be ring-fenced to the ward and only abstracted where exigencies of duty require.

This role exclusively polices the wards of West End, St James's and Victoria Business District (collectively "the West End").

Week	M	T	W	T	F	S	S	Total
1	0700-1700	0700-1700			1300-2300	1300-2300	1300-2300	50
2			0700-1700	0700-1700	0700-1700	0700-1700	0700-1700	50
3				0700-1700	0700-1700			20
4	1300-2300	1300-2300	1300-2300	1300-2300				40
								160

West End Ward

1 x Police Sergeant
6 x Police Constable
6 x PCSO

St James Ward

1 x Police Sergeant
6 x Police Constable
6 x PCSO

Victoria Bid

1 x Police Sergeant
2 x Police Constable



Tasking Team

Location – West End Central, moving to Charing Cross	
Responsibilities:	<ul style="list-style-type: none"> • Provide a pan-BCU delivery • Provide a flexible and proactive uniformed presence through intelligence led activity, targeting local crime hotspots, gang violence and combating local community problems. • Make good use of police powers, in particular effective use of Stop & Search in crime hotspots. • Assist the BCU with offender management focussing on prolific and priority offenders. Gather intelligence to support BCU-wide offender management. • Crime reduction and prevention activities, including high visibility uniformed patrols, to counter ASB and gangs. • Support DWOs through proactive patrols and other activities; improving confidence and satisfaction • Apply problem solving methodology to BCU & Ward priorities • Work with the MSC to support Neighbourhood initiatives • Execute search/arrest warrants making professional use of rapid entry and other public order techniques. • Flexibly respond to real-time tasking or spontaneous incidents from the Operations Manager, SNT Duty Sgt (AW10) or P&P Hub Sgt including activity to address emerging trends and community & neighbourhood priorities, such as after school patrols • Support the delivery of BCU-wide with licensing activity; dealing in particular with night time economy, alcohol related violence including visits to identified venues. • Tasking in line with both long term & MPS priorities, such as Autumn Nights. • Work collaboratively with LA funded teams. • Work with external stakeholders on joint operations where appropriate, such as immigration, trading standards. • Promote the culture of high quality service and the corporate messages for Total Victim Care

Week	M	T	W	T	F	S	S
1	1100-2000	1100-2000	1100-2000			0800-1700	0800-1700
2	0800-1700	0800-1700			1100-2000	1100-2000	1100-2000
3			1000-1900	1100-2000	1400-0000	1400-0000	
4			0800-1700	0800-1700	0800-1700		
5	1000-1900	1000-1900	1000-1900	1000-1900	1000-1900		

Tasking Team
 2 x Police Sergeant
 20 x Police Constable



Youth Engagement Team

Location – Kensington Police Station

A Youth Engagement Officer will:

- Provide a pan-BCU delivery
- Problem solve youth related issues in and around youth venues, liaising with the Dedicated Ward Officer(s).
- Work with the SSOs to reduce ASB and serious youth violence at key times of the year.
- Coordinate a BCU youth IAG sourcing a variety of young people through SSOs and the VPC coordinator.
- Create and send out youth surveys to gauge youth opinion regarding local matters and MPS matters.
- Scope and maintain oversight on the provision of youth diversion activities and liaise with SSOs and VPC coordinator to advise/signpost and/or refer young people into the programmes.
- Build local vulnerability profiles working with colleagues and partners to engage with the most at risk and vulnerable, actively diverting young people towards positive pathways.
- Support the volunteer police cadet programme.
- Collate a list of youth engagement schemes and liaise with each to offer added-value by providing a police input.
- Provide a link between care homes and SSOs. Any involvement with care homes must go through the local MISPER coordinator in order to prevent duplication and crossed messages.
- Improve confidence through regular involvement in youth engagement initiatives.
- Maintain the link with the Youth Offending Team (YOT)
- Collate a list of youth engagement schemes and liaise with each to offer added-value by providing a police input.
- Arrange junior citizen events across the BCU to provide early intervention to year 6 pupils.

Week	M	T	W	T	F	S	S
1	1100-2000	1100-2000	1100-2000			0800-1700	0800-1700
2	0800-1700	0800-1700			1100-2000	1100-2000	1100-2000
3			1000-1900	1100-2000	1400-0000	1400-0000	
4			0800-1700	0800-1700	0800-1700		
5	1000-1900	1000-1900	1000-1900	1000-1900	1000-1900		

Youth Engagement
 3 x Police Sergeant
 27 x Police Constable



Questions?