



Committee Report

Meeting or Decision Maker:	Communities, City Management and Air Quality Policy and Scrutiny Committee
Date:	17 th May 2023
Classification:	To be Published as part of Policy & Scrutiny Papers
Title:	Policing in the City of Westminster
Wards Affected:	All
Report of:	Metropolitan Police Service Westminster Neighbourhood Policing

This report is submitted to provide an overview of policing in the City of Westminster to the Communities, City Management and Air Quality Policy and Scrutiny Committee. The report contains information that will be relied upon as part of a presentation to the committee meeting on 15th June 2023 and covers the following areas:

1. Police Operating Model
2. Resourcing
3. Stop and Search
4. Crime
5. Mental Health
6. Events
7. Baroness Casey Report
8. Turnaround Plan 2023 - 2025

1. Operating model

1.1 Our operating model consists of five strands that work with cooperative synergy across AW BCU. This report focuses on statistics in relation to the borough of Westminster which is part of the Central West Basic Command Unit (AW BCU). The other boroughs that make up the remainder of AW BCU are Hammersmith & Fulham, Kensington & Chelsea. All boroughs have been given a recent uplift of Neighbourhood Superintendents in accordance with the 2023-2025 Turnaround Plan.

1.2 AW BCU has recently welcomed a new BCU Commander Chief Superintendent Louise Puddefoot who is in charge of Central West & Royal Parks. BCU Commander Chief Superintendent Puddefoot leads a team of Seven Superintendents who each take responsibility for one of the following strands:

1.3 **Emergency Response Policing Team** - Emergency response policing provide 24 hour emergency and non-emergency response to operational incidents. The officers retain investigations of non-complex/non-serious crimes. – *Led by Superintendent Jill HORSFALL*

1.4 **Neighbourhood Policing Team**- *Dedicated Ward Officers, West End Proactive Policing Team, Partnership & Prevention Hub, Safer Schools, Youth Engagement & Diversion, Street Engagement Team.* Boroughs / Superintendents:

- Westminster – *Led by Superintendent Beth PIRIE*
- Kensington & Chelsea – *Led by Superintendent Owen RENOWDEN*
- Hammersmith and Fulham – *Led by Superintendent Craig KNIGHT*

Neighbourhood policing is designed to make the police more visible, reduce fear and increase interaction between the public and the police.

1.5 **Investigation**- *CID, Violence Suppression, Gangs, Robbery, Burglary* – *Led by A/Detective Superintendent Alasdair HENRY.* The investigation strand deals with complex and/or serious offences.

1.6 **Public Protection**- *Child Abuse Investigation, Sexual Offences, Missing Persons, Mental Health, Predatory Offender Unit, Multi-Agency Support Hub* – *Led by A/Detective Superintendent Lucy O'CONNOR.* The Public Protection Unit investigates serious sexual offences, child abuse and missing people as well as partnership arrangements for victims, suspects and vulnerable people.

1.7 **Headquarters**- *Operations Room, Operations & Events, Professional Standards, Business Support, Criminal Justice, Learning and Development* – *Led by Superintendent Justin BROWNE.* The HQ strand ensures joined up command & control of the BCU.

2. Resourcing

- 2.1 In Westminster, all of the five strands are based within Charing Cross Police Station. Emergency response and neighbourhood teams with responsibility for the north of the borough parade out of Kilburn Police Station and there are additional neighbourhood team bases at Church Street and Buckingham Palace Road.
- 2.2 The current resourcing model dictates a specified number of officers that are required for each emergency response team shift based on assessments of demand and risk during the relevant times.
- 2.3 Westminster has retained a minimum of two Dedicated Ward Officers (DWO) and a Police Community Support Officer (PCSO) per ward following the changes to electoral boundaries in May 2022, with officer numbers on several wards exceeding the minimum.
- 2.4 The West End Proactive Policing Team consists of 120 officers dedicated to Oxford Street / Regents Street / Bond Streets area as well as the West End, providing high visibility policing 24 hours a day. The team focuses on a number of key strategic priorities such as reducing violence and robbery and ASB.
- 2.5 As part of the Turnaround Plan (see Section 8), a recommendation is currently being considered for a new BCU led taskforce by merging existing BCU proactive teams supported by a central proactive surge team.
- 2.6 In Autumn 2022, Emergency Response Teams had an uplift in officers in line with Op Stabilize and will be running at over 90% capacity on average from the 26th June across all 5 teams that cover Westminster.
- 2.7 In relation to response times, the MPS aim to attend an “Immediate” graded call within 15 minutes of the call being made. Between September 2022 and April 2023, we have made the chartered time;

September 2022	87%
October 2022	88%
November 2022	87%
December 2022	85%
January 2023	89%
February 2023	87%
March 2023	87%
April 2023	88%

In relation to “Significant” graded calls, the MPS charter time is 60 minutes;

September 2022	69%
October 2022	69%
November 2022	70%
December 2022	70%
January 2023	74%
February 2023	69%
March 2023	69%
April 2023	69%

3. Stop and Search

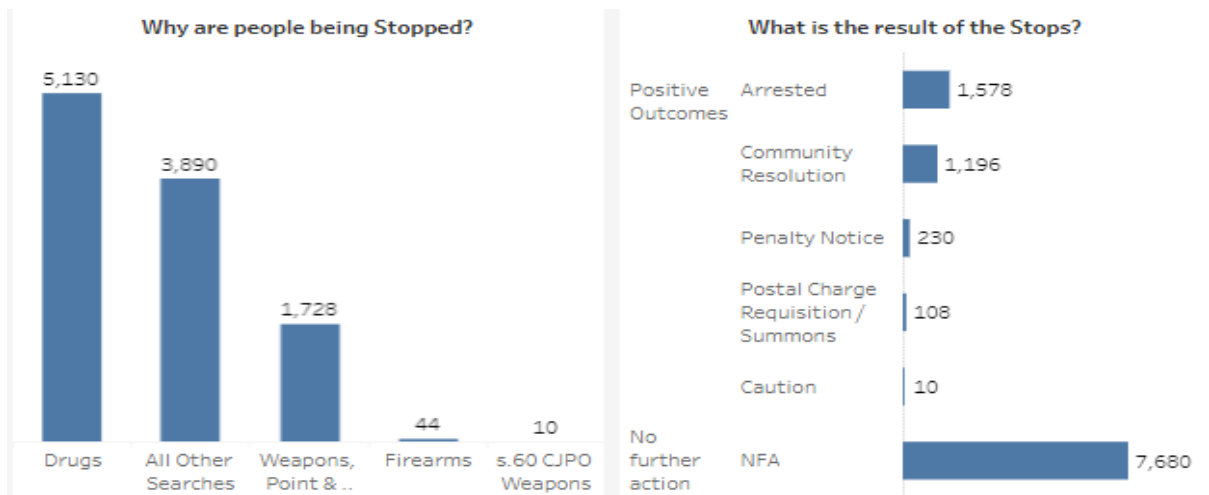
3.1 Stop and search data has been provided in the attached appendix. This has been taken from the Stop and Search dashboard that is publicly available at Stop and search dashboard | Metropolitan Police.

The following data cover the period from **1st September 2022 to 31st April 2023**

Search Volume (Westminster)

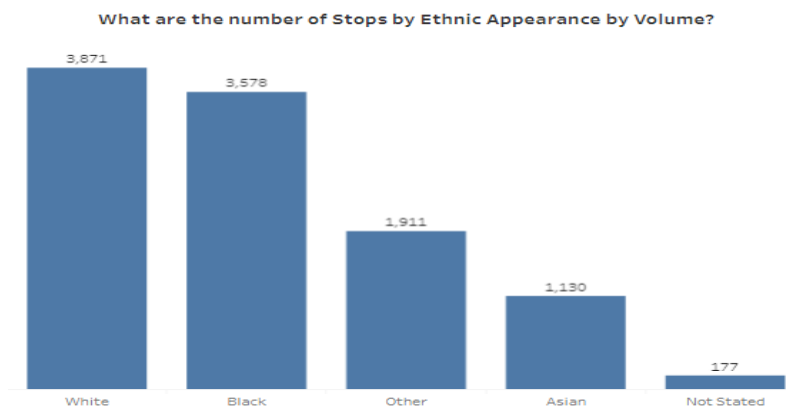
- Highest in MPS- 10,802
- Lowest volume- December 2022- 1,148
- Highest volume October 2022- 1,851

Positive Outcomes	Positive Outcome Rate	NFA Stops
3122	28.9%	7680

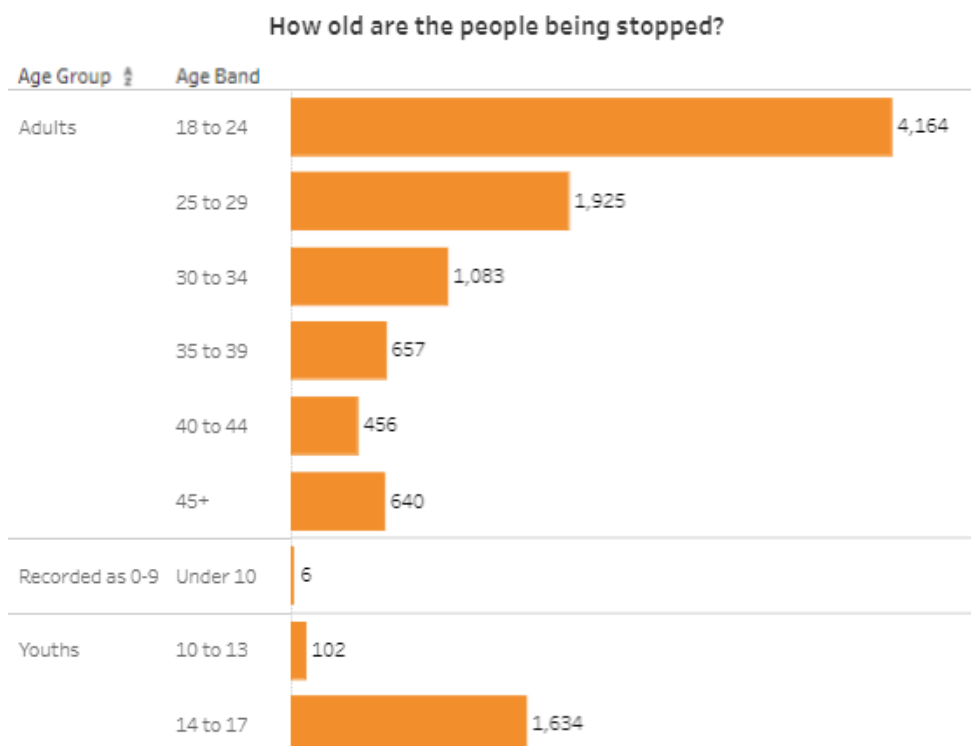


3.2 Demographics

During this reporting period, slightly more searches were conducted on those of white ethnicity in comparison to black, Asian or other ethnic groups:



Those aged 20-24 were searched more than any other age group:



Considerably more males were searched compared to females:

Male	Female	Other
9,737	916	14

It is known that individuals attend the borough from other areas in order to commit crime and this is likely to be a reason as to why stop and search demographic trends differ from other areas of London.

3.3 Governance

- 3.3.1 Each stop and search is reviewed and supervised by the officer's line manager to ensure search powers have been used lawfully and proportionality.
- 3.3.2 Line managers are directed to dip sample one search per officer per month by reviewing the Body Worn Video footage with the officer to discuss good practice and/or development areas.
- 3.3.3 Community Monitoring Group (CMG) meetings are held quarterly to scrutinise the use of stop and search.
- 3.3.4 CMG members attend Body Worn Video viewing sessions of randomly selected stop and search encounters. Viewings must be held at least quarterly and cannot be conducted more than once per month.

3.3.5 Superintendent lead for stop and search conducts a monthly meeting with Chief Inspectors to review performance including supervision rates and use of Body Worn Video.

3.3.6 MPS quarterly stop and search gold group chaired by Commander.

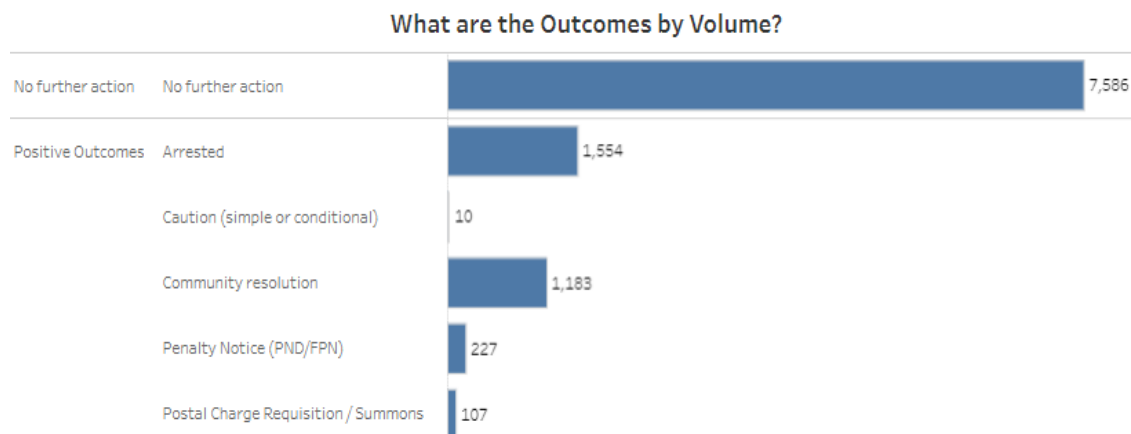
3.4 Community Resolution

3.4.1 A Community Resolution is an out of court disposal, used throughout England and Wales since 2013 and the Met since Aug 2017. It is a victim-focused outcome, allowing the victim to be both part of the decision making process and involved in the resolution of the crime. Victims must be consulted about the outcome and have the process explained to them.

3.4.2 A community resolution involves the offender accepting responsibility for the crime. For this to be a suitable and recordable outcome, the offender has to offer an act of reparation; e.g. an apology, repair or financial remuneration.

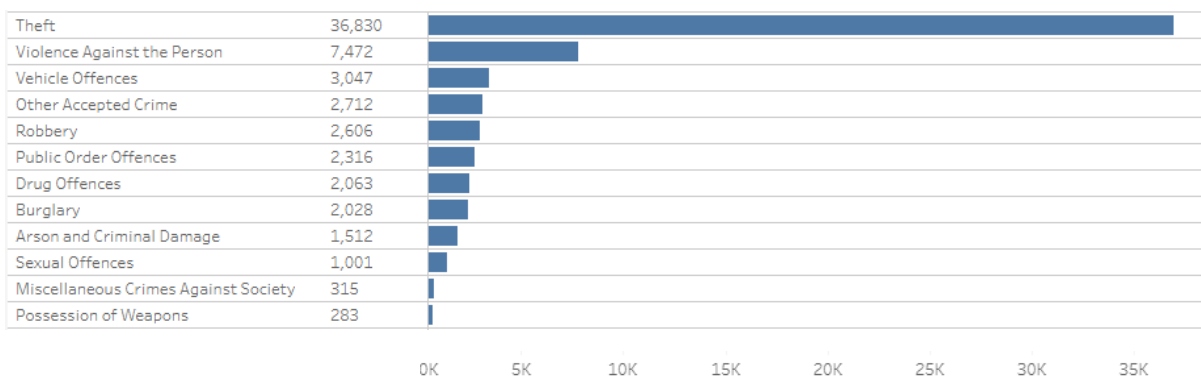
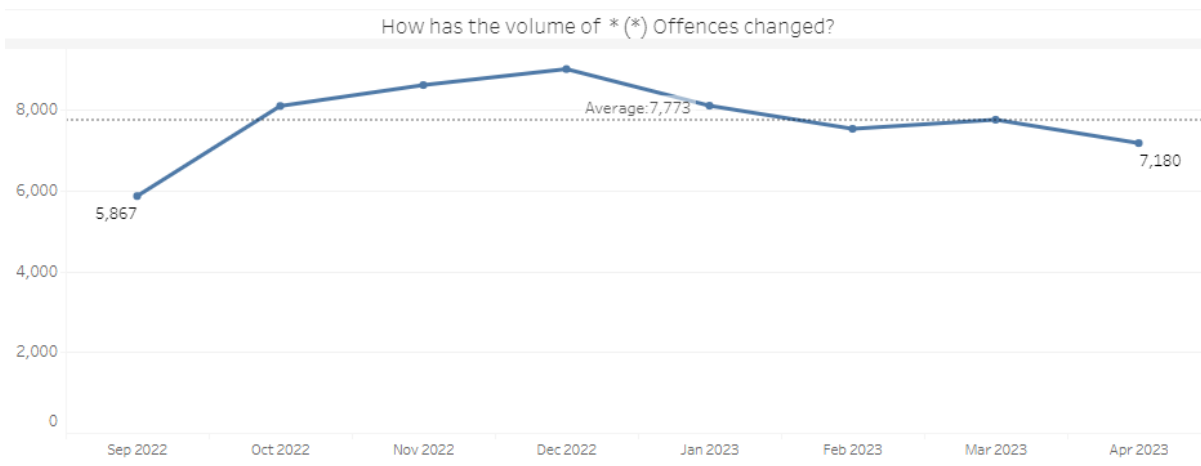
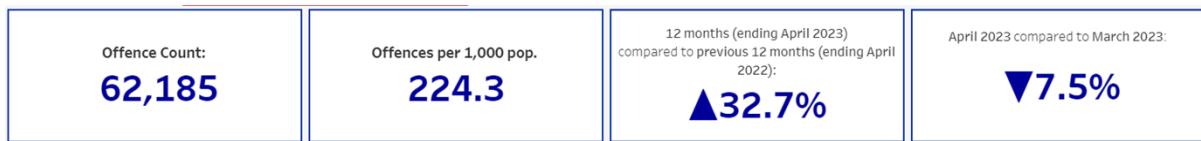
3.4.3 The use of community resolution is monitored via crime investigation supervision as it is an outcome to an investigation in the same way as a caution, charge or penalty notice. As well as the factors already mentioned, officers will take other aggravating factors into consideration such as the nature of the offence, previous offending history and community impact.

3.4.4 The data shows that Community Resolution is being effectively utilized by officers and a total of 1,183 have been issued between the period of 1st September 2022 to 31st April 2023:



4. Crime Performance

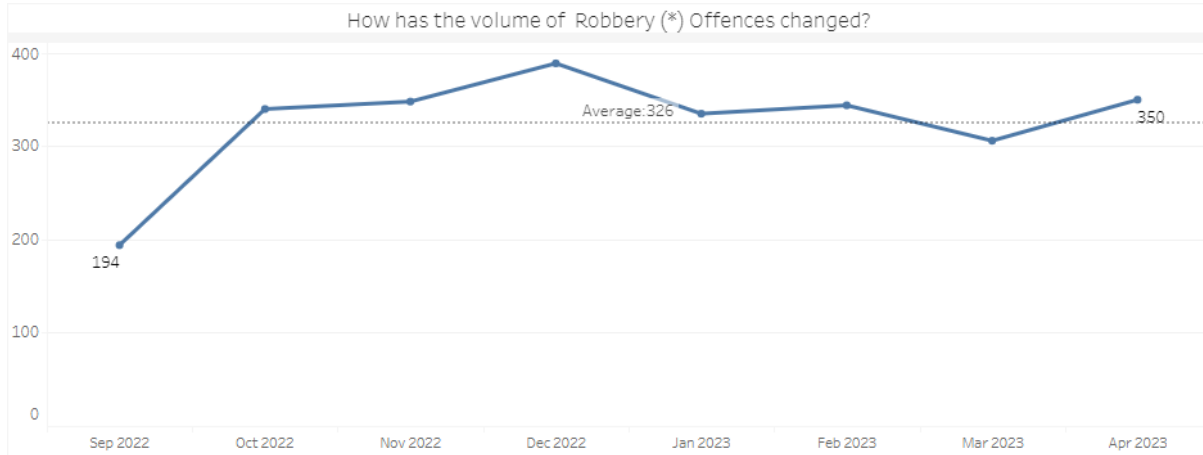
Total Notifiable offences recorded in Westminster from September 2022 – April 2023:



- The data shows that the total number of notifiable offences were **62,185** in Westminster from the period of September 2022 – April 2023.
- The lowest period of offending was September 2022 with **5867** offences recorded.
- The peak offending period was the month of December 2022 with **9016** offences committed.
- Offences are currently on a downward trend with **7180** offences committed in April 2023
- Total Notifiable offences in Westminster are **up 32.7%** in April 2023, when compared to the previous 12 months ending April 2022.

4.1 Robbery

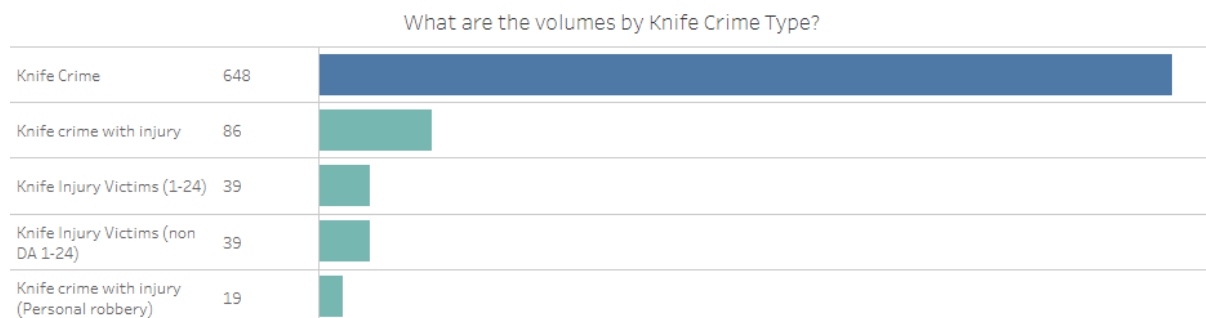
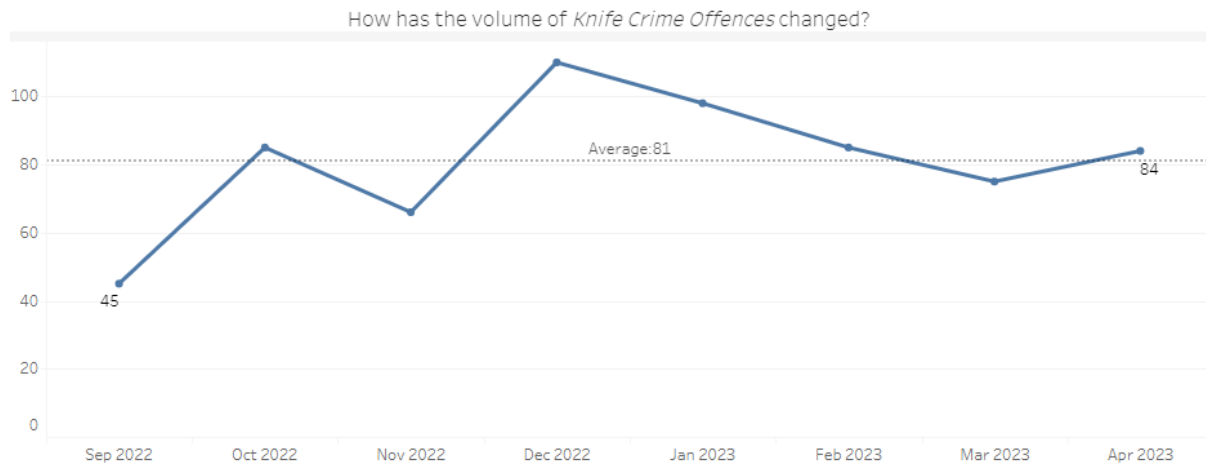
Total robbery offences recorded in Westminster from September 2022 – April 2023:



- The Data shows an a total of **2606** robberies were committed from September 2022 – April 2023 in Westminster.
- The lowest month for recorded robbery offences was September 2022 with **194**.
- The highest was December 2022 with **389** robbery offences recorded
- The total for April 2023 is 350 offences.
- The average number of robbery offences per month stands at **326**; For the period of September 2021 – April 2022, the average was **256**.
- Robbery offences are **up 34.4%** in April 2023, when compared to the previous 12 months ending April 2022.

4.2 Knife crime

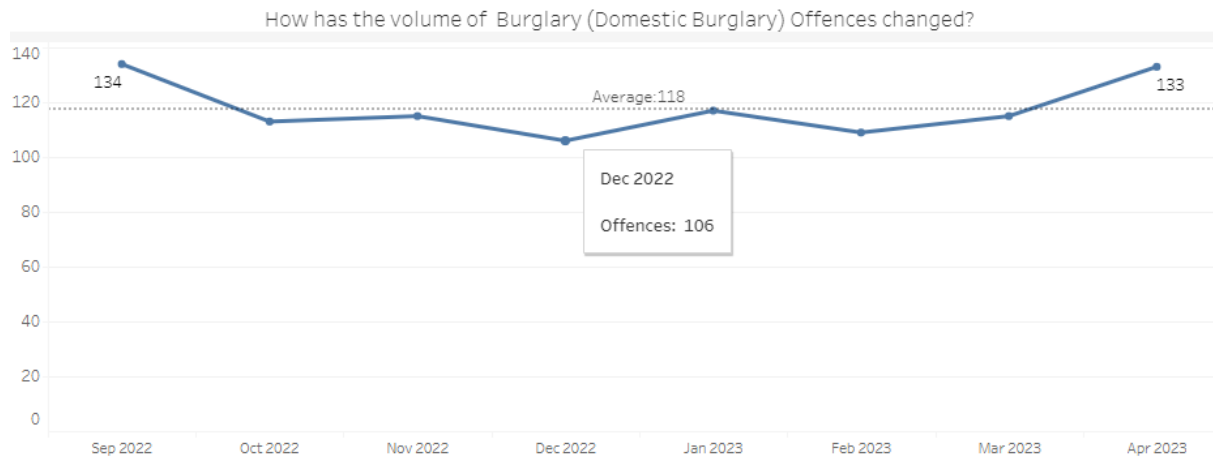
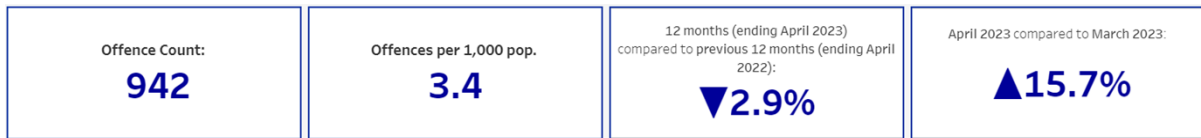
Total Knife crime offences recorded in Westminster from September 2022 – April 2023:



- The data shows a total of **648** knife crime offences for the period of September 2022 – April 2023.
- **86** of those offences were knife crime with injury, victims from ages 1 – 14 made up of **39** of knife crime offences.
- The data follows the same graphical trend as total crimes and robbery with September 2022 having a low of **45** knife crime offences, December 2022 having a high of **110** knife crime offences and April 2023 having **84** knife crime offences recorded.
- Knife crime offences are **up 25.3%** in April 2023, when compared to the previous 12 months ending April 2022.

4.3 Residential burglary

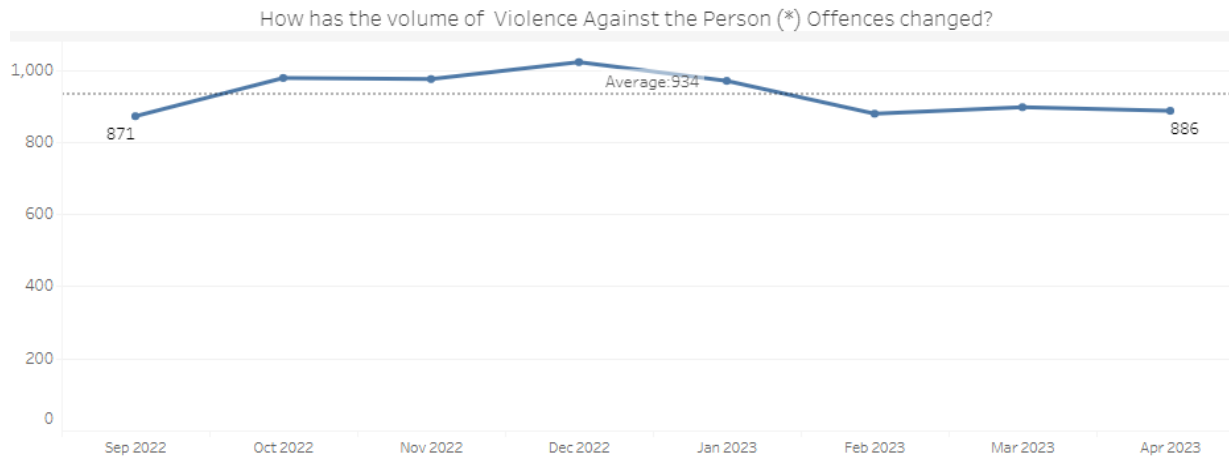
Total Residential burglary offences recorded in Westminster from September 2022 – April 2023:



- The data shows a total of 942 residential burglary offences recorded for the period of September 2022 – April 2023.
- The lowest amount recorded was in December 2022 in which **106** residential burglary offences took place.
- September 2022 recorded the highest amount of residential burglaries with 134 taking place that month.
- Residential burglary offences are **down 2.9%** in April 2023, when compared to the previous 12 months ending April 2022.

4.4 Violence against the person

Total Violence against the person offences recorded in Westminster from September 2022 – April 2023:



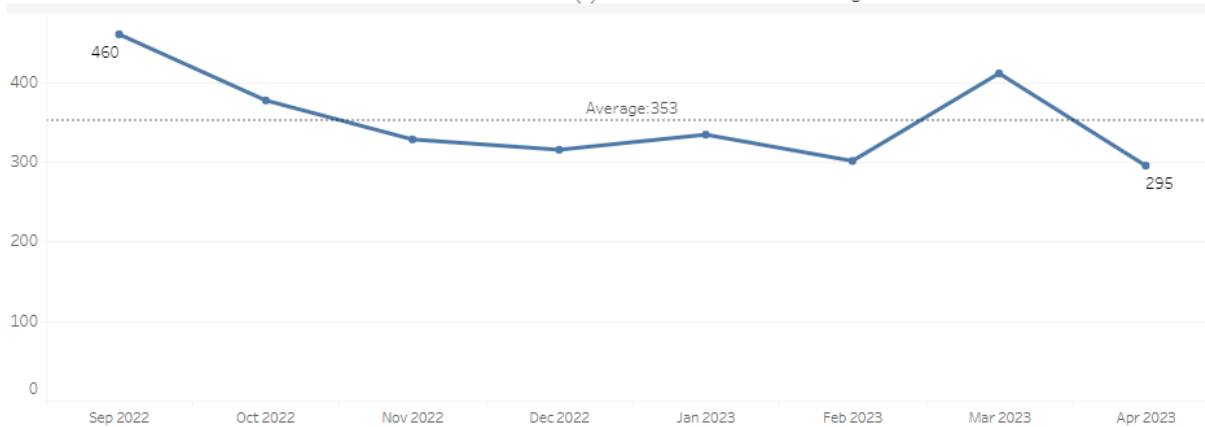
- The data shows a total of **7472** violence against the person offences committed in Westminster from September 2022 – April 2023.
- The lowest amount recorded was in September 2022 with **871** violence against the person offences taking place.
- The highest was December 2022 with **1021** violence against the person offences taking place.
- Violence against the person offences are **down 0.2%** in April 2023, when compared to the previous 12 months ending April 2022.

4.5 Santioned detections

Total santioned detections recorded in Westminster from September 2022 – April 2023:

<p>Sanction Detection Count:</p> <p>2,821</p>	<p>Sanction Detections per 1,000 pop.</p> <p>10.2</p>	<p>12 months (ending April 2023) compared to previous 12 months (ending April 2022):</p> <p>▲2.3%</p>	<p>April 2023 compared to March 2023:</p> <p>▼28.2%</p>
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How has the volume of *(*) Sanction Detections changed?

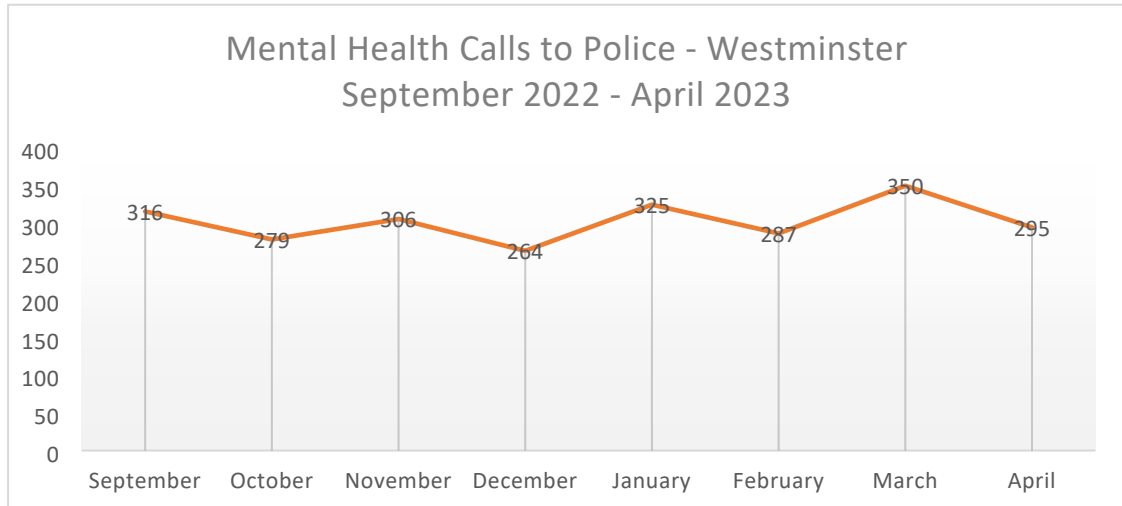


What are the volumes by Offence Type? *click on the Offence Name to drill down to subgroup*

Offence Type	Volume
Violence Against the Person	694
Drug Offences	684
Theft	394
Public Order Offences	232
Possession of Weapons	159
Arson and Criminal Damage	156
Burglary	152
Robbery	123
Miscellaneous Crimes Against Society	94
Sexual Offences	72
Other Accepted Crime	38
Vehicle Offences	23

5. Mental Health

- 5.1 The number of mental health related calls from 1st September 2022 – 30th April was approximately 2422. Figures are approximate as there will be incidents on our system for which multiple calls are received. The average amount of calls per month from 1st September 2022 – 30th April 2023 was 302.



- 5.2 In London, it takes on average 14.2 hours in A&E and 8.5 hours at a health-based place of safety from the police arriving with a patient to medical staff taking over their care. It is estimated that Met officers spend well over 10,000 hours each month responding to mental health concerns and dealing with what should principally be health matters. These are precious hours that are being taken away from tackling crime, addressing core policing priorities or using the powers that only the police have to target offenders and support victims.
- 5.3 **Right Care, Right Person** – In May 2023 the Met’s determination to ensure that people in mental distress get the right care was highlighted after the Commissioner wrote to partners to ask them to ensure they were ready to fulfil their responsibility when the Met changes how it responds – using the Right Care, Right Person model from September this year. Right Care, Right Person (RCRP) is an operational model developed by Humberside Police that changes the way the emergency services respond to calls involving concerns about mental health. It is in the process of being rolled out across the UK as part of ongoing work between police forces, health providers and Government. It is aimed at making sure the right agency deals with health-related calls, instead of the police being the default first responder as is currently the case in most areas. It has been shown to improve outcomes, reduce demand on all services, and make sure the right care is being delivered by the right person

6. Events

- 6.1 During 2022 the whole of AW BCU had a total of 1420 events that took place, with 755 being policed including sporting events, royal visits and protests.
- 6.2 It is recognised that officers in Westminster are often abstracted for aid, i.e. to police events/protests outside of their normal duties. This is an area for cause of concern as this does reduce visibility and local officers being able to carry out their day to day commitments amongst their areas of responsibilities in the communities.
- 6.3 Despite the above, Westminster is heavily policed on a daily basis with officers on aid and pan London resources often being directed to patrol crime 'hot spot' areas. As well as the local neighbourhood and response officers, most days Armed Response Officers, Violent Crime Task Force and Tactical Support Group Units are deployed into Westminster, as well as Parliamentary and Diplomatic Protection officers providing a visible presence.
- 6.4 The most police resourced event for Westminster was of course the Coronation of His Majesty King Charles III and Her Majesty Queen Camilla, which was an historic moment of huge national significance. This was the largest security operation the Metropolitan Police has ever led including:
- 11,500 officers and staff and volunteers from across the Met, with 1,270 colleagues who joined us from across the UK and overseas;
 - 6,500 military ceremonial troops and over 160 horses;
 - Working with almost 9,000 stewards;
 - Over 1,800 local community events taking place while police still ensured that frontline core key response to 999 calls, support for victims and proactive operations went ahead; and
 - Over the three days, Met CC took around 24,000 emergency calls with officers and specials deployed to many of them, supported by others.

7. Baroness Casey's Report

7.1 On Tuesday, 21 March, Baroness Louise Casey's final report into the Met's culture, standards and behaviour was published. The Review is the culmination of twelve months of work commissioned by the Met after catastrophic actions of officers within our ranks. Baroness Casey's review is wide-ranging, but her findings fall into three distinct categories:

- That the MPS is badly managed, led, organised and run
- That the MPS discriminates
- That the MPS has not been effective enough in service to the people, the communities and victims

7.2 In response to the report:

7.2.1 **Tackling corruption and abuse:** Commissioner Rowley recognised that racism and misogyny are just as damaging to integrity as corrupt relationships with organised crime and the MPS will use the same tactics to defeat it. A new leadership team will tackle systemic bias and failings within the misconduct system. There has been a significant resource invested in a new Anti-Corruption and Abuse Command. Under new leadership of a Commander and a Detective Chief Superintendent, it will drive forward bold necessary proactive operations, delivered differently. Our new Command brings together capabilities in intelligence, proactive investigation and prevention. We are equipping this team with the right technology and tactics – ranging from lawful business monitoring tools, auditing access to our data holdings, surveillance and deploying cutting edge covert policing techniques.

7.2.2 **Speed and assertiveness:** It has been recognised that the MPS needs to be quicker and more decisive in how we use existing police regulations to remove – at the earliest possible stage – those who should not be in policing. There will be clearer expectations of leaders with resources being allocated to succeed. In the last year, the MPS dismissed too few individuals in relation to misconduct. Data of patterns including of of conduct, behaviour and complaints will be used to identify those officers who pose a risk and intervene early.

7.2.3 **Recruitment and training:** Entry of new officers is where the dye of standards and values is cast. An immediate review of the resilience and effectiveness of our recruitment, vetting, initial training, and performance management of new police officer recruits has been instigated. It is vital the right people are brought in to the organisation, who will uphold our integrity.

7.2.4 **Change starts with our leaders:** A Met Leadership Academy is to be established, to bring rigour and discipline to how the organisation is led. We haven't always equipped our workforce, particularly our frontline supervisors to bring out the best in their teams. We will need the expertise of others to fundamentally change our approach.

7.2.5 **Values and standards:** Officers and staff to understand exactly what is expected from them, and how they must uphold the Met's values of professionalism, integrity, courage and compassion. Commissioner Rowley will set a clear direction in a declaration of standards, outlining the behaviour he expects all to observe and be up front about what is totally unacceptable.

7.2.6 **Regulatory reform:** There is much to be done, to take action within the current framework. While the majority of the actions here lie within the MPS, the Home Secretary has agreed to look urgently at whether practical changes can enable more swift and decisive rooting out of those corrupting our integrity.

7.3 Locally, following the publication of Baroness Casey's report, members of the Westminster Senior Leadership Team delivered face to face / teams briefings to all staff throughout the borough as well as delivering similar briefings to key partners. These briefings included:

- Recognition and acceptance of the findings in the report
- That the MPS would face up to these failings and working towards succeeding in becoming a truly anti-discrimination service – where we have previously failed
- That it was everyone’s responsibility, but particularly a direct challenge for leaders to change and create an improved culture, systems and standards.
- Recognition that many would be angry at those who corrupt the collective integrity.
- That leaders should and will be more explicit about exactly what is unacceptable.
- That with immediate effect we should all focus on achieving high standards.
- That the Casey Review also recognised the many outstanding and tirelessly hardworking officers as well as the bravery and compassion shown by officers which is there for all to see every day.

8. Turnaround Plan – More Trust, Less Crime, High Standards.

8.1 In January 2023, Commissioner Rowley launched a new mission to turn the current trajectory of trust and confidence and renew policing by consent. Nine priorities have been identified which will deliver the changes needed to improve policing activities, the capability to reduce crime and ensuring the organisation delivers More Trust, Less Crime, High Standards:

1. We will have the strongest ever neighbourhood
2. We will strengthen our work in public protection and safeguarding
3. We will provide a compassionate and effective service to victims and other members of the public.
4. We will take a proactive approach to reducing crime.
5. We will raise standards and show communities we are and respect them.
6. We will set the frontline up to succeed and build a strong foundation to stabilise and underpin our delivery.
7. We will invest in our people by modernising our learning offer, including developing a strong cohort of leaders.
8. We will be relentlessly data driven and evidence-based in delivery.
9. We will innovate how we work, make the most efficient use of resources and reinvest where it matters most.

8.2 Police work involves a blend of reactive activities, such as responding to the public and investigating and solving crimes that have already occurred, alongside proactive ones such as efforts to prevent crimes from happening in the first place. They are also about preparedness and planning, particularly in counter-terrorism. The Met is seeking to rebalance activity, to give more emphasis to proactive capabilities to prevent more crime. This will require increasing efficiency throughout and greater collaboration with communities and partners on areas such as youth services and mental health; working together to solve the problems at source.

8.3 The first working version of the Turnaround plan has been shared with communities, partners and colleagues. Views, in particular those in the approach to neighbourhood policing, community engagement and diversity and inclusion have been sought with feedback collated to assist in how the Met can deliver More Trust, Less Crime, High Standards. The updated Turnaround Plan is due in summer 2023. For an overview, see Appendix A.

8.4 Early actions confirmed:

- Each of the 32 boroughs to have their own dedicated Neighbourhoods and Partnership Superintendent to promote XX– introduced March 2023. Roles/responsibilities include having robust plans to tackle neighbourhood crime and ASB and to mobilise partners in support of crime fighting activities and crime reduction.
- An increase of 500 PCSOs across the Met in year 1 (2023-April 2024) – PCSOs are trained to build a comprehensive understanding of the local community, engaging with members of the public, leading activity in problem solving, ensuring consistent connection with communities, understanding local priorities and matters that most affect people.

8.5 Similar to the actions above, the majority of future changes/activities will be centrally and not locally led.

HOW DOES THIS ALL FIT TOGETHER?

MORE TRUST	LESS CRIME	HIGH STANDARDS		
CORE POLICING ACTIVITIES				
Keeping the public safe	Responding to and resolving calls	Investigating and solving crimes		
Upholding public order	Targeting the most prolific and dangerous offenders	Protecting the most vulnerable and repeat victims		
Identifying and resolving neighbourhood priorities	Using strategic prevention initiatives to reduce crime	Operating with integrity		
TURNAROUND PRIORITIES				
1. We will have the strongest ever neighbourhood policing	2. We will strengthen our work in public protection and safeguarding	3. We will provide a compassionate and effective service to victims and other members of the public		
<ol style="list-style-type: none"> 1. London's largest ever neighbourhood police presence with more local officers and PCSOs recruited and trained 2. Better, more visible relationships with communities who tell us that our partnerships are solving problems that matter 	<ol style="list-style-type: none"> 1. Reduction in repeat victims and more targeting of highest harm perpetrators 2. Increase positive criminal justice outcomes for public protection cases 3. Increase amount and quality of public protection training all officers receive, such as "what to look out for training" 	<ol style="list-style-type: none"> 1. Increased victim satisfaction 2. Sustainably achieve national 999 and 101 call handling targets 3. More positive investigation outcomes 		
4. We will take a proactive approach to reducing crime	5. We will raise standards and show communities we care and respect them	6. We will set the frontline up to succeed and build a strong foundation to stabilise and underpin our delivery		
<ol style="list-style-type: none"> 1. Reduction in repeat victims across all crime types 2. New capabilities that reduce online crime and fraud 3. More proactive, preventative interventions to reduce high risk, high harm crimes 4. With partners, increase the proactive management of known, high-risk offenders 5. Increase our disruption activity against known organised crime groups 	<ol style="list-style-type: none"> 1. A more diverse Met, recruiting people with the right values which reflect London's communities 2. A culture that demonstrably values diversity, facilitating high performance and empowering people to challenge and report bad behaviour 3. Reduced average time taken to reach an outcome for reported breaches of professional standards 	<ol style="list-style-type: none"> 1. All frontline officers have access to new tools and technologies 2. More successful investigations and higher case file quality (resulting in more positive criminal justice outcomes) 3. Increased welfare of frontline officers and staff 		
7. We will invest in our people by modernising our learning offer, including developing a strong cohort of leaders	8. We will be relentlessly data driven and evidence-based in delivery	9. We will innovate how we work, make the most efficient use of resources and reinvest where it matters most		
<ol style="list-style-type: none"> 1. Better trained and well-equipped leaders 2. More quality leadership training that officers and staff receive at all levels 3. More effective training for new officers 4. Rebalanced supervision ratios to free up time for more active coaching and development within teams 	<ol style="list-style-type: none"> 1. More precise understanding of what works to tackle, solve and prevent crime in our communities 2. Improved performance of staff and officers, driven by the collection and analysis of data 3. More relevant insight 4. Greater ability to identify corruption and misconduct in the Met building trust in our work 	<ol style="list-style-type: none"> 1. A more efficient Met Police 2. Increased resources available for reinvestment and redeployment to better match threat, risk and harm 		
UNDERPINNED BY VALUES				
PROFESSIONALISM	INTEGRITY	COURAGE	COMPASSION	RESPECT