

**HM Inspectorate of Constabulary
London and the East Regional Office**

**Follow-up/Monitoring visit to City of Westminster BCU
Metropolitan Police Service**

BCU Inspection Conducted - March 2004

Monitoring Visit Conducted - March 2005



Follow-up/Monitoring Visits to Inspected BCUs

City of Westminster BCU – Metropolitan Police Service

Date of Inspection	Lead Inspector	BCU Commander	Date of final report	Date of monitoring visit
March 2004	Ch Supt Nicola Grevatt	Commander Chris Allison	August 2004	March 2005

1. Significant Developments since the Original Inspection

- The BCU has enjoyed stability and continuity within its senior management team (SMT). The partnership chief superintendent appointed at the time of the Inspection has added further strategic breadth and depth to an already well-developed team.
- The OCU commander at Paddington changed in December 2004.
- The BCU has been successful in appointing a female chief inspector to the command team in line with observations made during the original Inspection.
- The budgeted workforce total is now 1562 police officers and 281 police staff compared to 1541 and 287 at the time of the Inspection.
- Westminster's performance has to be seen within the context of the huge ongoing demands placed upon it in combating terrorism.
- The national crime recording standard (NCRS) introduced throughout England and Wales in April 2002 makes year-on-year recorded crime comparison difficult because Westminster received a red grading following inspection of NCRS compliance. If the crime figures are to have real integrity, it is important that Westminster complies with the NCRS to make comparisons valid and reliable.

2. Performance Information¹

<i>Performance indicator</i>	<i>Performance (2 quarters prior to inspection: July – December 2003)</i>	<i>Performance (corresponding quarters this year, July – December 2004)</i>	<i>Change</i>	<i>% Change</i>
Recorded crime per 1000 population	207.1	218.9	+11.8	+5.7
Recorded crime detection rate	16.5%	20.8%	+4.3	-
Domestic burglary per 1000 households	9.1	9.5	+0.4	+4.4
Domestic burglary detection rate	15.5%	17.9%	+2.4	-
Vehicle crimes per 1000 population	15.1	11.4	-3.7	-24.5
Vehicle crime detection rate	5.7%	6.6%	+0.9	-
Robberies per 1000 population	3.7	4.3	+0.6	+16.2
Robberies detection rate	19.2%	24%	+4.8	-
Complaints per 1000 officers	13.1	12.3	-0.8	-6.1
Workdays lost/officer	4.9	5.18	+0.28	+5.7
Workdays lost support staff.	8.75	11.17	+2.42	+27.7

¹ Please note that this performance information is based on non-validated returns received from Forces by HMIC.

The BCU has enjoyed significant success during the last two years and sustaining these levels was always going to be difficult in this financial year. It achieved all of its bespoke targets except for the detection rate for rape and burglary dwelling.

Vehicle crime within the BCU has reduced by nearly 25% and this can be attributed to a range of issues. Fewer vehicles are entering central London as a result of the congestion charge and although the BCU has engaged in some additional proactive work, most of the success is attributable to increased partnership work with a very willing local council. Since the Inspection Safer Neighbourhood teams have been further developed but in Westminster this work is enhanced through the Civic Watch initiative identified by HMIC as good practice for its capacity to combat crime and anti-social behaviour through genuine partnership and problem-solving activity.

It is worthy of note that at the time of this visit targets allowed for no more than 3.3 robberies per day across the borough. Three robberies per day equals success but four per day equals failure. This is a very small margin for error and it is difficult see how this low level of street crime in such a densely populated area can be seen as anything other than a success.

Westminster is a unique and especially challenging policing environment. In terms of size it is larger than 16 other police forces in England and Wales and is also the largest BCU in terms of staff in the MPS.

3. Inspection Recommendations

Recommendation 1	
<i>The BCU reviews its performance management framework from inspector level downwards and applies the framework that exists for senior managers consistently for all junior ranks across all six divisions, particularly emphasising management/leadership responsibilities for performance management for police staff as well as police officers. This should be linked to the production of quality management information that is of a consistent content and standard across the BCU.</i>	
Action taken by BCU	Measurable impact
<ul style="list-style-type: none"> • A performance management framework has been developed in line with the MPS corporate PDR. • All staff on the BCU now have personal objectives contained with their PDRs. • The BCU has undertaken an inspection of performance management processes (December 2004), the findings of which have been presented to the SMT. • Charing Cross OCU is currently running a pilot scheme to develop a data collection mechanism for individual performance indicators. 	<ul style="list-style-type: none"> • Appropriate accountability continues to develop at all levels within the BCU.

Recommendation 2	
<i>The BCU further develops an integrated demand management strategy setting out clear accountabilities and action plans.</i>	
Action taken by BCU	Measurable impact
<ul style="list-style-type: none"> • The BCU has developed a demand resolution strategy in line with corporate guidance. • A governance process is in place on the BCU to monitor and review progress. 	<ul style="list-style-type: none"> • The 2005/06 demand resolution strategy is now in place within the BCU and evaluation criteria are being developed to measure its impact over a three-year period starting in April 2005.

4. Monitoring Assessment and Follow-up Action

Have all recommendations been accepted and acted upon?	yes
Has the remedial action/implementation plan led to demonstrable improvement?	yes
Has performance in relation to national/local targets improved? If not, are the reasons for deterioration understood (eg, transition to NCRS) and being addressed?	yes
Have any problems arisen since the Inspection that are likely to affect performance and merit further scrutiny by HMIC?	no
Other than notification of monitoring outcome to regional office (lead staff officer), is any further action required by HMIC Inspection team – eg, contact with PSU?	no