

Her Majesty's Inspectorate of Constabulary



Baseline Assessment City of London Police

October 2005

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Introduction to Baseline Assessment

This report is the outcome of HMIC's assessment of the City of London Police's performance during 2004/05, measuring, where appropriate, the force's progress since the initial baseline assessment published in June 2004, and, where such comparison has not been feasible, gauging performance against agreed standards and known good practice.

Baseline assessment has been developed by HMIC to reflect a dynamic performance environment in which the Police Reform Act and the Policing Performance Assessment Framework (PPAF) have had a significant impact. Baseline assessment makes considerable use of self-assessment and grading criteria to produce one of four delivery grades – *Excellent, Good, Fair* or *Poor* – across a broad range of policing activities. In many cases, a 'direction of travel' grade – *Improved, Stable* or *Deteriorated* – is also noted. Baseline assessment is a diagnostic assessment that generates a tailored programme of inspection activity for each force – ie, future inspection activity will be intelligence-led and will reflect the overall performance of the force.

A number of changes were made to the evidence-gathering frameworks for 2004/05, but the core of the assessment is intact. The changes have:

- absorbed some less substantive issues such as prisoner handling into more comprehensive frameworks;
- enhanced coverage of citizen focus/neighbourhood policing issues; and
- differentiated internal diversity issues such as recruitment from outward-facing service quality and fairness policies.

In 2003/04 we used generic criteria to underpin the various grades, but, with the help of Association of Chief Police Officer (ACPO) business area leads and expert practitioners, specific grading criteria were developed to ensure a more reliable and robust approach to grading this year. Last year's gradings sought to reflect and give credit for improvement – and the converse for declining trends – whereas in 2004/05 the delivery grade is essentially a comparison with peers and performance over time is denoted by the direction of travel grade. Where the framework has changed significantly from last year, as is the case with the two diversity frameworks, it is inappropriate to denote the direction of travel. These frameworks will have a direction of travel assessment in future years. Professional Standards is the subject of a full inspection in all 43 forces in autumn 2005 and therefore has not been graded in this report.

Forces and authorities will be aware of work led by HM Inspector Denis O'Connor, in response to a commission from the Home Secretary to advise him on structural issues, which reviewed forces' capability to deliver 'protective services'. These reviews overlapped with baseline assessments in several areas, notably Tackling Level 2 Criminality and Major Crime Investigation, and HMI determined that the baseline grade should reflect the full body of evidence available. In other areas, such as implementation of the National Intelligence Model (NIM), HMIC is working closely with colleagues in the National Centre for Policing Excellence to arrive at consistent assessments of performance.

The delivery grades for each activity are derived from a combination of objective, quantitative evidence and qualitative assessments that seek to contextualise performance. Judgements are based on available evidence of performance in the year 2004/05, but unfortunately, in a small number of areas, end-of-year data was not available at the point (mid-September) when gradings had to be finalised. The main activities affected are Criminal Justice (absence of COMPASS data on file quality, etc) and Fairness and

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Equality, where information on stop and search activity is not available. In these cases, the most up-to-date information available is used.

The baseline assessment reports for each force will be publicly available on HMIC's website but, for the first time, the summary results (ie, the delivery gradings and direction of travel gradings) will be combined with forces' results against statutory performance indicators (SPIs) to produce a combined assessment. This combined assessment shows performance for each baseline framework and SPI, then combines the results to produce a headline grading for each of the seven domains in the PPAF. So, for example, performance for the Reducing Crime domain might be expressed as *Good and Improved*.

The Local Policing domain is intended to show the impact of deploying police resources to meet local (either force or basic command unit (BCU)-level) priorities. HMIC will assess whether these priorities have been derived appropriately and will gauge success in meeting the relevant objectives. Until the Association of Police Authorities has issued guidance to ensure consistent and robust methods of setting local priorities, an interim approach has been agreed. The tripartite PPAF Steering Group has therefore agreed that, for this year and for 2005/06, the Local Policing domain will consist of HMIC's Neighbourhood Policing framework and SPI 1c – the British Crime Survey-based measure of confidence in the force concerned.

The police service is committed to continuous improvement in the quality of services it delivers to local communities. HMIC shares this commitment and sees its activities as a catalyst for improvement. The response of individual forces to last year's assessment has been highly commendable, and tangible improvement is evident in areas such as call handling and volume crime reduction. But because the comparison in performance terms is with the force's peers (using the most similar force (MSF) groupings), it is possible to improve over time and yet still receive a *Fair* or even *Poor* grade. This is notable in the grades for volume crime reduction and reflects the fact that expectations on forces are high, and that the performance of similar forces is the benchmark. Increasingly, the service is setting itself – or is being set by Ministers – demanding targets for the quality of services it provides; wherever such standards and targets have been set, HMIC will inspect against them.

The Future Development and Application of Baseline Assessment

As the name implies, this assessment represents a baseline against which the force's future performance will be gauged. Using NIM-type risk assessment, HMIC will use the results set out in this report to shape the extent and nature of inspection activity in the coming year. A number of forces will benefit from 'inspection breaks', with only a light-touch validation of their self-assessment in 2006 and an HMI-led assessment of leadership and corporate governance.

While seeking to minimise changes to the structure and content of the baseline frameworks, we will take expert advice on how to tighten them and make them absolutely 'fit for purpose'. Incorporating some of the 'protective services' issues is an important development. An ACPO lead has been identified for each framework area and will have a key role in agreeing the content and specific grading criteria (SGC), and will subsequently be involved in moderating the gradings in summer 2006. The revised frameworks and SGC will be issued together by December 2005.

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Conclusion

This assessment is the result of on-site work conducted by HMIC staff officers, on behalf of HM Inspector Sir Ronnie Flanagan, GBE, MA, in spring 2005. It takes account of a wide range of documentary evidence, structured interviews at headquarters and in BCUs, and the results of consultation with many of the force's partner agencies and other stakeholders. Performance data has been examined to identify recent trends and to make comparisons with other forces using financial year performance data.

Normally, a police force is identified as being most similar to other forces in terms of demography, policing environment and other socio-economic factors. However, owing to the unique nature of the City of London's policing circumstances, it is impossible to find appropriate comparators. The CoLP is therefore not placed in a most similar force (MSF) group.

HM Inspector wishes to thank the members of the force and police authority for their assistance in supplying information, conducting self-assessment and setting aside time to speak to HMIC staff. The assessment would not have been possible without their assistance and contribution.

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Baseline Assessment 2005 Frameworks			
1 Citizen Focus (PPAF domain A)			
1A Fairness and Equality <ul style="list-style-type: none"> • Equality of service delivery • Community cohesion • Engaging with minority groups 	1B Neighbourhood Policing and Community Engagement <ul style="list-style-type: none"> • Effective mechanisms for obtaining community views • Responding to local priorities • Effective interventions and problem solving with partners and communities • Community involvement with police 	1C Customer Service and Accessibility <ul style="list-style-type: none"> • Quality of service to victims and witnesses • Customer care • Responding to customer needs • Accessibility of policing services 	1D Professional Standards <ul style="list-style-type: none"> • Investigation of public complaints • Improving professional standards • Combating corruption and promoting ethical behaviour • Reducing complaints and learning lessons
2 Reducing Crime (PPAF domain 1)			
2A Reducing Hate Crime and Crimes against Vulnerable Victims <ul style="list-style-type: none"> • Partnerships on child protection, reducing race crime, domestic violence (DV) and homophobic crime • Performance in reducing these crimes • Multi-agency police protection arrangements (MAPPA) and sex offenders 	2B Volume Crime Reduction <ul style="list-style-type: none"> • Crime strategy • Performance in reducing volume crime • Problem solving • National Crime Recording Standard (NCRS) compliance 	2C Working with Partners to Reduce Crime <ul style="list-style-type: none"> • Basic command unit (BCU) support for crime and disorder reduction partnerships (CDRPs) • Drugs prevention/harm reduction • CDRP crime reduction performance 	
3 Investigating Crime (PPAF domain 2)			
3A Investigating Major and Serious Crime <ul style="list-style-type: none"> • Detection rates for murder, rape and other serious crime • Integration with overall crime strategy • Compliance with Association of Chief Police Officers (ACPO) murder manual • Early identification of critical incidents that may escalate into major inquiries 	3B Tackling Level 2 Criminality <ul style="list-style-type: none"> • Crime that crosses BCU and/or force boundaries • Support for regional intelligence and operations • Asset recovery (Proceeds of Crime Act (POCA)) • Effective targeted operations • Quality packages to National Criminal Intelligence Service (NCIS) 	3C Investigating Hate Crime and Crimes against Vulnerable Victims <ul style="list-style-type: none"> • Investigation/detection of child abuse, race crime, DV and homophobic crime • Integration with overall crime strategy • Joint training (eg with social workers) and investigation 	
3D Volume Crime Investigation <ul style="list-style-type: none"> • Crime strategy • Crime recording • Investigative skills, eg interviewing • Automatic number plate recognition (ANPR) • Detection performance 	3E Forensic Management <ul style="list-style-type: none"> • Specialist scientific support • Use of National Automated Fingerprint Identification System (NAFIS), DNA, etc • Integrated management of processes • Performance in forensic identification and detection 	3F Criminal Justice Processes <ul style="list-style-type: none"> • Quality and timeliness of case files • Custody management/prisoner handling • Youth justice • Police National Computer (PNC) compliance 	

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4 Promoting Safety (PPAF domain 3)		
4A Reassurance <ul style="list-style-type: none"> Operational activity to reassure communities Use of media to market success Uniformed patrol and visibility Extended police family Performance in reducing fear of crime 	4B Reducing Anti-Social Behaviour (ASB) and Promoting Public Safety <ul style="list-style-type: none"> Non-crime activities of CDRPs and other partnerships Use of ASB legislation, tools, etc Road safety partnerships Emergency planning 	
5 Providing Assistance (PPAF domain 4)		
5A Call Management <ul style="list-style-type: none"> All aspects of call handling and call management Initial incident response Early identification of critical incidents Performance in answering and responding to public calls 	5B Providing Specialist Operational Support <ul style="list-style-type: none"> Management of central operational support Police use of firearms Capability for policing major events/incidents 	5C Roads Policing <ul style="list-style-type: none"> Effectiveness of arrangements for roads policing Integration/support for other operational activity
6 Resource Use (PPAF domain B)		
6A Human Resource (HR) Management <ul style="list-style-type: none"> HR strategy and costed plan Key HR issues not covered in 6B or 6C Health and safety Performance in key HR indicators 	6B Training and Development <ul style="list-style-type: none"> Costed training strategy and delivery plan Key training and development issues 	6C Race and Diversity <ul style="list-style-type: none"> Action to promote fairness in relation to race, gender, faith, age, sexual orientation and disability Performance in meeting key targets
6D Resource Management <ul style="list-style-type: none"> Resource availability Effective use of resources to support front-line activity Devolved budgets Finance, estates, procurement and fleet management functions 	6E Science and Technology Management <ul style="list-style-type: none"> Information systems/ information technology (IS/IT) strategy and its implementation Programme and project management Customer service Adequacy of key systems Business continuity/disaster recovery 	6F National Intelligence Model (NIM) <ul style="list-style-type: none"> Extent to which structures, processes and products meet NIM standards Integration of NIM with force planning and performance management Use of community intelligence Application of NIM to non-crime areas
7 Leadership and Direction		
7A Leadership <ul style="list-style-type: none"> Extent to which the chief officer team is visible and dynamic, sets and upholds a vision, values and standards, promotes a learning culture, and sustains a well-motivated workforce Effectiveness of succession planning Promotion of corporacy 	7B Strategic Management <ul style="list-style-type: none"> Integrated strategic planning framework External communication/ consultation Relationship with local police authority (PA) Police reform implementation Internal communication/ consultation Programme and project management Management of reputation/ public expectations 	7C Performance Management and Continuous Improvement <ul style="list-style-type: none"> Effective performance management structures and processes at all levels Quality and timeliness of performance/management information Internal inspection/audit/quality assurance (QA) systems Effectiveness of joint force/PA best value reviews (BVRs)

Force Overview and Context

The City of London Police (CoLP) is responsible for the safety of everyone in London's 'Square Mile'. This covers an area of 779 acres, which stretches from the River Thames in the south to the Barbican Centre in the north, Holborn and Fleet Street to the west, and Aldgate and Liverpool Street to the east. It is also responsible for policing the Blackfriars, Millennium, Southwark, London and Tower bridges. This area is the world's leading international centre for finance and related business services and includes a host of sensitive and high-profile places of interest, including St. Paul's Cathedral, the Bank of England, the Mansion House, the Stock Exchange, the Lloyd's Building, the Monument and the Central Criminal Court (Old Bailey). The area has a population of 8,043 and 4,421 households. However, these numbers are increased by the daily influx of some 350,000 commuters, as well as an estimated 300,000 cars travelling through and tourists visiting.

The force headquarters is based at Wood Street, and the force is organised into two territorial divisions with six command areas. The two territorial divisions are based at Snow Hill and Bishopsgate and are responsible for the day-to-day policing of the City. Half the force staff works from these police stations, and their functions include giving crime prevention advice, investigating crime, patrolling, staffing the traffic and environmental zone and dealing with public enquiries. About 1,200 people work for the CoLP, and around one third of these are civilian support staff performing a wide range of professional, administrative and some operational support roles. The Association of Chief Police Officers (ACPO) team consists of the Commissioner, assistant commissioner and commander. The Commissioner has been in post for three years, the assistant commissioner for three years and the commander for nearly five years. However, all are originally from outside the City of London force. The Commissioner works very closely and effectively with the chair of the police committee.

The force faces significant financial challenges over the medium term as it struggles to provide policing services to the nation's commercial hub in line with a national funding formula that cannot reflect the unique nature of policing in the Square Mile. This situation demands an appropriate input of professional financial management on a day-to-day basis. The force has a unique structure and the operation of the police funding formula, since 1995, has undermined the resourcing of the force. The ability of the Corporation of London to access additional funding through the supplementary business rate enabled the force to make a step change. Consequently, the security zone was extended westwards with a significant increase in numbers of police officers, seen as a priority for the City for many years. Such funding cannot of course be considered permanent and will depend on annual consultation with business ratepayers.

Coming to policing style and performance, the City of London is a unique environment within the country and has very particular policing needs. The force has a range of capital city and national policing responsibilities, for which it does not receive an enhanced grant. Having balanced national priorities with local concerns, the force has determined the following priority areas: counter-terrorist activity, economic crime, policing public disorder and community policing. The Review of Shape and Functions 2002/03 ensured that the business areas of the force were aligned to deliver its strategic aims in a corporate, cohesive and co-ordinated manner. This requires use of a range of policing styles that include interventionist policies to address terrorism, and ward policing developed to take account of community needs. The CoLP also has unique demands placed upon it in respect of a wide range of ceremonial duties (today, involving a serious counter-terrorist dimension) and in respect of protecting the all-important financial environment. While overall levels of volume and serious crime remain

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low, the proliferation of pubs and clubs, and the emergence of the City as a 24-hour entertainment centre, is contributing to a changing demand and crime profile. The CoLP is unique in a number of respects and this makes comparison with other forces difficult. The significant commitment to its national and capital city responsibilities is not captured in the suite of indicators routinely used to monitor police performance. In addition, its low resident yet very high transient population makes statistical comparison difficult, as many of the key performance indicators relate output to the resident population denominator. Low numerical levels of crime also result in considerable volatility in statistical trends. Of course, this does not imply that attempts should not be made to compare and benchmark force performance, but rather that special care must be taken when analysing and presenting the results.

The City of London force's performance is captured throughout the sections of this report. Detailed performance tables are set out in Appendix 1 but, in summary, the force continues to enjoy relatively low rates of crime and some high detection rates. This performance was achieved during a heightened threat from terrorism; however, as this report highlights, there are still a number of challenges for the force to address.

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Summary of Judgements	Grade	Direction of Travel
1 Citizen Focus		
1A Fairness and Equality	Good	
1B Neighbourhood Policing and Community Engagement	Good	Improved
1C Customer Service and Accessibility	Good	Improved
1D Professional Standards		
2 Reducing Crime		
2A Reducing Hate Crime and Crimes against Vulnerable Victims	Fair	Improved
2B Volume Crime Reduction	Good	Improved
2C Working with Partners to Reduce Crime	Good	Improved
3 Investigating Crime		
3A Investigating Major and Serious Crime	Fair	
3B Tackling Level 2 Criminality	Good	
3C Investigating Hate Crime and Crimes against Vulnerable Victims	Fair	Stable
3D Volume Crime Investigation	Good	Improved
3E Forensic Management	Fair	Stable
3F Criminal Justice Processes	Good	Improved
4 Promoting Safety		
4A Reassurance	Good	Stable
4B Reducing Anti-Social Behaviour and Promoting Public Safety	Good	Improved
5 Providing Assistance		
5A Call Management	Fair	Deteriorated
5B Providing Specialist Operational Support	Good	Improved
5C Roads Policing	Fair	Stable
6 Resource Use		
6A Human Resource Management	Good	Improved
6B Training and Development	Fair	Improving
6C Race and Diversity	Good	
6D Resource Management	Good	Improved
6E Science and Technology Management	Fair	Stable
6F National Intelligence Model	Good	Stable
7 Leadership and Direction		
7A Leadership	Good	
7B Strategic Management	Good	Improved
7C Performance Management and Continuous Improvement	Good	Improved

1 Citizen Focus (Domain A)

Force consultation continues to develop following further rationalisation and co-ordination, particularly with the Corporation of London. The newly-formed independent advisory group (IAG) is making a positive contribution to many areas of the force. Ward constables are established throughout the force and the first police community support officers (PCSOs) have recently been appointed. Low levels of crime ensure that officers can provide a high quality of service to victims and witnesses. Stop and search is one of the most valuable tools available to the force to counter the threat from terrorists and it is therefore a credit to the way the force's officers conduct themselves that, even after stopping over 10,000 people, very low numbers of complaints occur.

1A Fairness and Equality

Good

Strengths

- During 2004/05 62.5% of victims of racist incidents were very/completely satisfied with the overall service provided by the force. This compared with a national average of 48.6% and ranks the force sixth out of 37.
- During 2004/05 75.0% of victims of racist incidents were satisfied with the overall service provided by the force. This compared with a national average of 71.5% and ranks the force 12th out of 37.
- During 2004/05 67.8% of white users were very/completely satisfied with the overall service provided by the force. This compared with a national average of 56.8% and ranks the force second out of 37.
- During 2004/05 54.4% of users from black and minority ethnic (BME) population were very/completely satisfied with the overall service provided by the force. This compared with a national average of 44.1% and ranks the force ninth out of 37.
- During 2004/05 80.3% of white users were satisfied with the overall service provided by the force. This compared with a national average of 75.6% and ranks the force 13th out of 37.
- During 2004/05 the force detected 37.8% of violence against the person offences for victims from BME groups. This compared with a national average of 24.7% and ranks the force 13th out of 34.
- During 2004/05 the force detected 42.0% of violence against the person offences for white victims. This compared with a national average of 34.6% and ranks the force 15th out of 34.
- During 2004/05 the force detected 68.8% of racially or religiously aggravated offences. This was an increase of 10.4 points on 2003/04. This compared with a national average of 36.4% and ranks the force first out of 43.
- The Commissioner provides an unequivocal lead on the management of diversity. There is a genuine commitment to continuous improvement in this area, which is demonstrated by the shared ownership within the senior team, which provides very clear signals from the top. The Race Equality Scheme has recently been updated and published on the force website.
- Force performance is strong in this area.

- The Commissioner chairs the force diversity forum and the diversity advisory group (DAG), and has given instructions that diversity should be included as an agenda item at all force-level meetings. He has been the main driver behind the formation of an IAG.
- The force commissioned a major research project into the use of stop and search, conducted by London Guildhall University, which examined the proportionality of police use of powers.
- Strategic plans are created together with and supported by partners from diverse communities. These include the use of a developing IAG that is also becoming more engaged in operational matters.
- The force has successfully used the developing gay support network within the force and is considering opportunities to build trust and confidence externally. The force has recently used officers to undertake joint outreach work with officers from the Metropolitan Police Service (MPS) in order to build trust and confidence within the gay community.
- Building on diversity strengths in the past, the force has produced an Approaches 3 action plan which draws together all the recommendations from the Home Office, HMIC, the Stephen Lawrence Inquiry Report and other sources. This action plan is reviewed and updated annually and monitored by the DAG. In addition to this, the force has a positive action strategy and action plan, together with an action plan emanating from the recent staff survey conducted using the diversity excellence model (DEM). Progress against this action plan is also monitored by the DAG. All new and reviewed policies are sent to the IAG for consultation in addition to the diversity adviser.
- A diversity questionnaire was distributed to all staff asking for individual information on the six strands of diversity for effective workforce monitoring to address unfair treatment.
- The force has a comprehensive approach to community consultation and engagement, ensuring that it is fully cognisant of diversity issues. There is ongoing consultation with community representatives including the force's IAG, local race equality councils, ward councillors and Corporation partners. Results of consultation are fed back to consultees through meetings and presentations, publications (best value performance plans) and, where requested, individually.
- A community impact assessment (CIA) is completed for all pre-planned operations and following major incidents.
- Regular customer satisfaction surveys completed by the management information unit (MIU) highlight diversity issues and the results are fed back to the monthly meeting of the DAG and the performance management group (PMG) for action. These results, together with results from other consultative mechanisms (such as ward surgeries) feed into the force's strategic assessment, which is thereafter reflected in the control strategy and, subsequently, force plans.
- The force has worked successfully with partners to improve equality of service delivery through the True Vision self-reporting scheme rolled out across the force area and monitored by the hate crime unit.
- An access audit has been completed of all force buildings. A new state-of-the-art victim suite opened at Bishopsgate during 2004. Victims of crime were consulted on

the design and development of the suite and were invited to the opening.

- Language cards have been purchased and distributed to all officers and staff. Race and diversity unit members sit on a regional 'family of forces' working party and national diversity practitioners group. A CoLP representative sits on the women and policing group, which, among other things, will be looking specifically at service delivery for women.
- The force is working on a new initiative, Making Safer Places, run by the Women's Design Service, which aspires to identify problems affecting women in a particular area and thereafter approach the local authority/decision-makers to effect a change.
- The CoLP is also piloting 'hygiene packs' for victims of crime, witnesses and female prisoners. The force hosted a conference with the British Transport Police (BTP) and MPS to celebrate International Women's Day (7 March 2005). The CoLP is also working in partnership with the MPS to develop further the cultural communities resource database.
- Community tension indicators and community-based intelligence are fed through into operational deployments using the National Intelligence Model (NIM) tasking model. This features in both force and tactical tasking and co-ordination groups (TCGs). Proactive measures are taken to establish trends in crime using the NIM model. Ward policing teams work in close liaison with local communities through use of ward meetings and other community fora. CIA forms are completed for all pre-planned operations. The IAG is also consulted regarding police operations. Additionally, the force makes full use of the MPS' cultural communities resource unit (CCRU) (eg on the Operation Alconbury murder investigation and the Holmes Place lift fatality). The force has signed up to a service-level agreement (SLA) with the MPS for deployment of officers and has ten police staff registered on the database. A City detective chief inspector (DCI) is part of the cadre of CCRU co-ordinators, all of whom have completed all requisite training and are available for call-out.
- The force has adopted the integrated competency framework (ICF), which ensures all performance development reviews (PDRs) contain diversity competencies and objectives. There is an ongoing programme of diversity training both for new joiners and transferees, both generic and role-specific for specialised roles/posts. Additionally, the force is embarking on Forward Together, which will involve the diversity adviser meeting with every member of staff with a view to progressing diversity issues. The force has also engaged community involvement via a community-based theatre group, making full use of forum theatre and role-play.
- Input on key legislation is included in all diversity training courses. Courses are validated by external partners (London Guildhall University and Portsmouth University). Diversity is included in all management/leadership training and input at the force's strategic seminars.

Areas for Improvement

- During 2004/05 72.2% of BME users were very/completely satisfied with the overall service provided by the force. This compared with a national average of 71.2% and ranks the force 23rd out of 37.
- The force has yet to appoint a positive action manager, previously identified as an area for improvement.

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- The force could benefit from policies to engage with 'hard to hear' groups within its numerous and broad communities and the ward constables are well placed to progress this work in residential areas through Neighbourhood Watch schemes.
- The DEM has been used on one occasion but more regular use will monitor effectiveness of police strategies and policies over time and allow effective benchmarking.
- There are opportunities to conduct further analysis of the diversity questionnaire to provide more information on the six strands of diversity.
- There is a need to analyse professional standards data to show the service to diverse communities and categories of complainant.
- Staff feel that the force needs to widen its consultation beyond the force diversity adviser, who may not be able to reflect the diverse views throughout the organisation.
- Operational staff have little or no knowledge of the Forward Together initiative.

1B Neighbourhood Policing and Community Engagement

Good	Improved
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Strengths

- Performance is strong in this area.
- Priorities are set by the force's control strategy, which flows from the strategic assessment, and which itself is only finalised after extensive analytical work including scrutiny of community concerns gathered primarily through consultation. In addition, the crime and disorder reduction partnership (CDRP) decides its priorities following a structured consultation with the community, both residential and business. The crime and disorder strategy then forms part of the force's plans.
- The force's response to community engagement is delivered through the ward policing initiative. Ward constables are now supported by PCSOs.
- A basic command unit (BCU) commander (who has the force lead on partnerships) is the vice-chair of the CDRP. A BCU commander and superintendent/chief inspector (operations) sit on the CDRP implementation group, which oversees the joint implementation of solutions to local issues and concerns. A BCU commander is a member of the local strategic partnership.
- The force has a consultation forum which co-ordinates all forms of consultation (internal and external) around the force. Its work is closely allied to that of the strategic level partnership forum, which deals more with the engagement aspect of policing. Issues raised at these meetings are either dealt with or referred to other strategic fora, such as the PMG or strategic TCG (STCG).
- The Corporation's adviser sits on the force's consultation forum and best practice and experiences are exchanged on a regular basis.
- The Business Advice Service is being set up to improve the flow of communication between the business community and the police. A consultation process is currently under way to identify what the business community wants and expects from the CoLP, and services will then be tailored to bring the force into line with their needs. The assistant commissioner and the economic crime department (ECD) are leading this.
- There are many examples of joint collaboration between the police and the CDRP. For example Operation Hero 1 (August) and 2 (December) were put together jointly by the CDRP implementation group. Operation Glove (1 and 2) is a joint Christmas policing initiative that has seen a significant reduction in crime. Operation Griffin is recognised by ACPO as an innovative approach to the engagement of the community in making the City safe and secure.
- The strategic assessment, which is fully NIM-compliant, has regard to social and community concerns, and feeds into tasking, at both local and strategic level. The BCU tasking meetings have a specific community section. The crime recording system holds a specific field for community intelligence, enabling officers to make contributions. A member of the CDRP attends local tasking meetings.
- The CDRP has an anti-social behaviour (ASB) co-ordinator and has produced an ASB strategy in consultation with the police. A member of the CDRP also attends force tasking meetings. The CDRP implementation group is a tasking group outside

the force's NIM structure. However, it is intended to integrate CDRP tasking with local and force tasking.

- The ECD is linked into the financial fraud intelligence network (FFIN), which links law enforcement agencies, banking agencies, the Serious Fraud Office (SFO) and financial institutions. The ECD intelligence team also attends the regional fraud intelligence meetings and is represented on the National Criminal Intelligence Service regional intelligence group. Following the intelligence-sharing phase, operations are designed to combat the threats highlighted by these groups. A good example of this is Operation Sunbird (dealing with carousel fraud amounting to £15 million).
- The CDRP conducts a crime audit, which incorporates profiling as part of its process. The Corporation conducts several audits and surveys, which are also published in force. Additionally, when necessary, there are meetings with the Corporation regarding planning, strategic plans and making use of its analysis of growth and change.
- CoLP media policies and strategies are formed from the ACPO media advisory group guidelines. The media strategy for the force mirrors the force priorities: the focus for news stories reflects operational activities and force initiatives. Media activity is undertaken in conjunction with partner agencies and key stakeholders where appropriate, including the crime prevention association, the CDRP, and pan-London agencies.
- A business advice service has been developed, with lists of the functions and services provided by each BCU and simple instructions on how to access services. For example, members of the public can get advice on how to report a crime or get involved with Shop Watch.
- This year the force has also delivered a terrorism media strategy, responding to a recommendation in the best value review (BVR) of counter-terrorism. The strategy guides the force as to how and when to interact with the communities of London in the event of a catastrophic incident.
- The counter-terrorism section manages Bridge Call under Operation Griffin, which updates every major business institution within the City of London on the current terrorist threat and crime information.
- The force's cycle squads play an intrinsic role in neighbourhood policing. There are plans to develop 'ward desks' and further devolved police stations. PCSOs have been employed since March 2005. They are attached to the ward constable's office, with clear responsibility to address local community issues. Proposals are being developed within the workforce planning project to provide additional supervision for the PCSOs and cycle squads.
- BCUs host numerous meetings tailored to particular communities, such as Neighbourhood Watch, Pub Watch, Office Watch, Church Watch and Jewellery Watch meetings. Hotel Watch is being launched in collaboration with the Westminster BCU hotel squad.
- In order to keep the community updated, regular police surgeries are held. Information relating to events within the community is relayed to subscribers of the e-alert system. Office Watch meetings are held regularly to update office staff on crime trends. The CDRP hosts roadshows with companies, again offering crime reduction advice. Personal safety talks are delivered to staff at the request of

organisations, and officers link with the CDRP and counter-terrorism security advisers to ensure all aspects of the subject are covered.

- Two truancy sweeps were held in response to local concerns, resulting in 158 stops identifying 56 unauthorised absences and one arrest. A multi-agency approach to the numbers of homeless persons has been developed over the last two years, with the Corporation social services department and St Mungo's working in partnership and achieving a 50% reduction in the number of homeless on the streets of the City.

Areas for Improvement

- Strategic assessments should include a review of community tensions across thematic areas (political, economic, race and cultural, and criminal).
- There is no performance framework in place to measure community engagement and its impact. The only information available is via the quarterly surveys conducted by the management information unit, although it is not specific as to community engagement.

1C Customer Service and Accessibility

Good	Improved
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Strengths

- Performance in this area is strong.
- During 2004/05 77.6% of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions (RTCs) were very/completely satisfied with respect to making contact with the police. This compared with a national average of 65.9% and ranks the force fourth out of 37.
- During 2004/05 64.9% of victims of domestic burglary, violent crime, vehicle crime and RTCs were very/completely satisfied with action taken by the police. This compared with a national average of 54.9% and ranks the force fifth out of 37.
- During 2004/05 44.1% of victims of domestic burglary, violent crime, vehicle crime and RTCs were very/completely satisfied with respect to being kept informed of progress. This compared with a national average of 38.8% and ranks the force ninth out of 37.
- During 2004/05 76.2% of victims of domestic burglary, violent crime, vehicle crime and RTCs were very/completely satisfied with their treatment by staff. This compared with a national average of 69.5% and ranks the force eighth out of 37.
- During 2004/05 64.0% of victims of domestic burglary, violent crime, vehicle crime and RTCs were very/completely satisfied with the overall service provided by the police. This compared with a national average of 55.6% and ranks the force sixth out of 37.
- During 2004/05 62.5% of victims of racist incidents were very/completely satisfied with the overall service provided by the force. This compared with a national average of 48.6% and ranks the force sixth out of 37.
- During 2004/05 75.0% of victims of racist incidents were satisfied with the overall service provided by the force. This compared with a national average of 71.5% and ranks the force 12th out of 37.
- During 2004/05 100.0% of police authority buildings open to the public were suitable for and accessible to disabled people. This was the same as the previous year and compared with a national average of 76.9%. The force therefore ranks equal first out of 38.
- The CoLP is not part of an MSF grouping. iQuanta (a web-based tool for policing performance information and analysis) shows British Crime Survey (BCS) data, which is London-wide – the City is included with the MPS. Victim satisfaction results are not directly comparable with neighbouring boroughs or any other force, although the CoLP does conduct comparisons with these neighbouring BCUs. The CoLP clearly has high levels of satisfaction, evidenced by surveys and performance reports. Although it is not possible to compare CoLP with other forces, the April 2003 MORI poll found that senior City executives (94%), businesses (89%) and residents (85%) were satisfied with the way in which the Square Mile is policed.
- The assistant commissioner chairs the force PMG which receives regular reports of customer care issues. Where issues are highlighted, that group will deal primarily with remedial action. Crime numbers of dissatisfied respondents are passed, along with

reasons for dissatisfaction, to BCU performance managers who action areas of concern.

- Highlights of concerns from customer satisfaction surveys are produced in bullet point, easy-to-read format. These are disseminated at the PMG meeting to senior officers. Public satisfaction survey results are disseminated by e-mail to key members of the force and are also available on the force intranet. The force is in negotiations with the Corporation of London and MORI to include questions of value to the force in its online City Workers' Consultation Panel as an additional method of consultation, as there is a larger working than residential population.
- Emphasis on customer service is reflected in internal training and staff development processes via the Forward Together project.
- Copies of surveys praising individual officers are sent to officers to use as evidence of good performance in their PDRs. Complaints and instances of dissatisfaction are traced to individual crimes records. This allows issues to be traced back to individual officers. Good work is recognised by the PMG through the award of merit certificates, commendations and bonuses.
- Public satisfaction survey results are disseminated by e-mail to key members of the force and are also available on the force intranet. Issues of concern are raised at the PMG directly with senior members of the force. Training issues are also highlighted at that group and, where appropriate, extra or re-training has been provided to ensure that high levels of customer care are maintained. The force intranet has been totally redesigned in order to improve the way in which values and standards are communicated.
- All survey work is conducted in strict accordance with Home Office rules and guidance. Performance managers on each BCU are informed of dissatisfaction with their BCU. Information is supported by individual crime numbers in order that the entire process can be reviewed. Identification of the need for more stringent follow-up procedures has led to the move towards improving processes. A recent enquiry counter survey included a consultation on the minor crime reporting systems. This is being used to inform the project team about the improvements required in the front office refurbishment project.
- The force has set up an accommodation review group chaired by the director of corporate support (DoCS) and including representatives from all BCUs and the deputy chair of the police committee. The group is reviewing existing strategy and looking ahead to the community's future needs (eg acquiring further premises). The force is unique in that its estates are owned by the local authority (the Corporation of London). The force only has two police stations and an operational police headquarters so the estates strategy is to ensure that those who need to be in speedy contact with the public are best placed within the three buildings to meet that need.
- The force's buildings are listed, but arrangements have been made to meet the needs of people with disabilities and other special needs (eg access to Language Line, installation of mobile hearing loops, stair lift at Bishopsgate) and there will be a specially designed cell in the Bishopsgate custody suite once refurbishment has been completed.
- There are plans for devolved police offices, and to have more police desks set up in City businesses. The CoLP has a mobile police station that is deployed by the force

TCG (FTCG) to operations, estate activity, and campaigns with and without partners. The CoLP has the greatest coverage of ward constables of all forces, helping to ensure that community engagement is at the heart of policing in the City.

- There are now points of contact in the offices of major City businesses, with regular surgeries. Working with the Corporation, there is also a satellite police office on both the Barbican and Golden Lane estates. Negotiation is at an advanced stage for a move to larger, more centralised premises in the Barbican, which will provide locker, storage and full information technology (IT) facilities for ward constables and PCSOs.
- The counter-terrorism section manages the Bridge Call (as part of Project Griffin) that updates every major business institution within the City of London on the current terrorist threat and crime information.
- The force has a quality of service implementation plan, detailing key deliverables, action required, person(s) responsible for delivery and due date. The police reform co-ordination group (PRCG) manages the plan.

Areas for Improvement

- The force has no way of measuring its abandoned call rate and consequently does not know how many people are failing to get through.
- There is a lack of performance data on the levels of service achieved on non-999 calls.
- The contact management project team needs to ensure that the force is in a position to be able to manage the call flow.
- Some contact centre staff were unaware of force customer satisfaction survey results where they impacted upon their work and are therefore unable to take any action to improve performance. Although this information is available to staff, it is important that managers ensure that staff have read it in order to action areas for improvement.

1D Professional Standards

HMIC has a statutory responsibility to remain fully informed as to the effectiveness of forces' handling of complaints. Following the transition to baseline assessment, and the high-profile outcomes of three separate national inquiries, HMIs identified the need for a focused inspection of professional standards (including complaints) in each force to provide a robust comparative baseline for ongoing assessments of progress.

In October/November 2005, every force will undergo a focused inspection of professional standards. The programme has been designed in conjunction with ACPO, the Association of Police Authorities, the Home Office and the Independent Police Complaints Commission to ensure that the respective interests of each are addressed and that duplicative inspection activity can be avoided.

The programme of inspections will produce separate public reports and gradings for each force and, in addition, a national thematic inspection report that will consolidate themes, trends and transferable good practice. In view of the scale and timing of the full programme of inspections, the 2004/05 grading for professional standards has been deferred to 2006. As a result, there is no professional standards framework content within this report.

2 Reducing Crime (Domain 1)

Levels of reported crime remain low when compared with other forces. The force complies well with the National Crime Reporting Standard (NCRS) and this means that crime figures have a high degree of validity and reliability. Although the force utilises problem-oriented policing, it would benefit from a force model taking account of procedures, tools and training, considered as current best practice. Hate crime reduction and investigation will benefit from new line management arrangements within the specialist crime operations (SCO) BCU. Partnership work remains strong, particularly with the business community.

2A Reducing Hate Crime and Crimes against Vulnerable Victims

Fair	Improved
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Strengths

- During 2004/05 the CoLP detected 68.8% of racially or religiously aggravated offences. This was an increase of 10.4 points on 2003/04. This compared with a national average of 36.4% and ranks the force first out of 43.
- Hate crime is now managed within SCO. The ACPO lead is the assistant commissioner.
- There is a comprehensive policy on hate crime and domestic violence (DV). The hate crime unit works with other agencies, for example, the CDRP project, social services, Citizen's Advice Bureaux and victim support services (VSS). Self-reporting is used through the True Vision packs that are distributed at numerous locations throughout the force. There has been an increase in reporting, although no 'self-reporting packs' have been returned. Third-party reporting procedures are being introduced as part of a wider crime reporting restructure across the force.
- Every hate crime is examined by a DCI on a daily and fortnightly basis. The size of the hate crime unit and of the force means that where issues are identified, they can be acted upon extremely quickly to effect change.
- NIM processes have been implemented throughout the force, and the hate crime unit is no exception; however, there is currently only a limited amount of community intelligence being received by the hate crime unit which can be fed into other force NIM processes, such as tasking. There is a very limited amount of proactive work conducted by the unit, which the force considers is entirely commensurate with the low residential population and the very low level of reported hate crime incidents.
- There are very few cases of child abuse within the hate crime incidents dealt with by the force; however, on these few occasions there has been a successful partnership with social services. Procedures are in place to ensure that children at risk come to the notice of the hate crime unit. When children come to police notice for any reason, officers must complete a Form 377, which is then passed to the hate crime unit to record and make referrals accordingly. Likewise, when a child is taken into police protection, officers complete a Form 185, which is also forwarded to the hate crime unit for action.
- The hate crime unit works with the CDRP in relation to DV, although at present this work does not include other aspects of hate crime. There are no working/ monitoring groups to assess action against hate crime.

- The force has addressed DV within its hate crime policy and has adopted a 'positive arrest' stance in relation to it. In addition, targets have been set relating to DV crime indicators. There is a strong commitment to the DV forum through the CDRP and, where appropriate, DV will feature in strategic level meetings as necessary.

Areas for Improvement

- During 2004/05 the CoLP detected 48.9% of DV incidents with a power of arrest where an arrest was made related to the incident. This was a decrease of 13.0 points on 2003/04. This compares with a national average of 55.7% and ranks the force 24th out of 28.
- Incidents of recorded DV are exceptionally low. However, this does not mean that the CoLP views such incidents lightly or fails to give appropriate weight to DV issues at a strategic level, as responses elsewhere in this section illustrate. It does, however, mean that it is very difficult for the force to make any meaningful contribution to effect reductions in levels of DV. DV has not, for example, been highlighted as a priority for the CDRP in its crime audit. As a result, the DV forum does not formulate joint objectives or targets and there are no examples of multi-agency problem solving or action.
- Links between staff dealing with child abuse and closely-related disciplines are being further developed as the hate crime unit is repositioned within SCO.
- Hate crime needs to feature as a regular agenda item in strategic level meetings rather than on the current ad hoc basis.
- Weekly and monthly management reports on hate crime for the senior management team (SMT) are currently under construction.

2B Volume Crime Reduction

Good	Improved
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Strengths

- The force recorded 7.7 domestic burglaries per 1,000 households during 2004/05. This was a 3% increase on 2003/04. This compared with a national average of 14.4 and ranks the force seventh out of 43.
- The assistant commissioner is the force lead and the SMT within all BCUs closely monitors volume crime reduction. The assistant commissioner also chairs fortnightly crime statistics meetings, which immediately precede force tasking meetings in order to enable speedy deployment of resources to support crime reduction. Additionally, the assistant commissioner chairs the bi-monthly PMG at which local and force performance issues are examined in detail.
- As part of baseline assessment last year HMIC highlighted that the unique nature of the CoLP and the City means that there is no MSF grouping to which the force could belong. The force does, however, routinely compare itself with neighbouring borough BCUs across a broad range of criteria, including all major crime performance indicators. The force has set a reduction target in line with public service agreement (PSA) 1, and on current performance is continuing to record decreases in the overall level of crime. Targets have been set in support of other targets.
- The force has driven down volume crime with sustained operations such as Lighter (shoplifting), Glove (Christmas campaign that deploys officers to deter and arrest offenders in the pubs and clubs and those who commit shoplifting offences), Kansas (burglary) and Hero (a high-visibility initiative in which every police officer is tasked to intelligence-led activity to provide reassurance, counter the terrorist threat and reduce crime).
- The City of London has a small resident population but provides policing services to more than 300,000 commuters and visitors each weekday. Performance measures based on crime per 1,000 resident population produce an unrealistic picture of a high level of crime, which does not reflect the likelihood of becoming a victim of crime in the City.
- The force can demonstrate high levels of accuracy and compliance with the Home Office Counting Rules (HOCR) and NCRS. There is also evidence of routine crime auditing that includes monitoring crime types. The small number of crimes allows research into individual crimes.
- All staff have been provided with NIM training and all operations are fully debriefed. NIM structures are corporately implemented through STCG, FTCTG and local TCGs. Crime reduction teams respond to divisional tasking meetings and daily crime meetings and, together with Criminal Investigation Department (CID)/ward constables, provide a joined-up, one-stop shop response to crimes, eg in relation to burglary and office thefts.
- Evaluation of previous shoplifting campaigns at Bishopsgate revealed that shorter, better-resourced operations have a greater impact on crime reduction; this approach is being adopted throughout the force to ensure resources are better focused to deal with incidents.

- Volume crime is addressed through NIM tasking every two weeks. Resources are deployed to address volume crime reduction priorities and local crime reduction initiatives. Examples of operations addressing these areas are Operations Vamp and Kansas (burglaries), Operation Oxon (thefts from St Bartholomew's Hospital) and Operation Little (thefts from a major business premises) that involved the use of the support group. The tasking around Finsbury Circus led to a 13% reduction in motor vehicle crime in the area.
- Crime investigators and crime managers at Bishopsgate BCU make regular and effective use of local and force intelligence to drive proactive operations and ongoing investigations.
- Good practice guides are used as a resource for tackling burglary and violent crime. Crime recording and data management issues are directed from SCO. A crime policy has been documented and joint operations and initiatives are run between the BCUs. Operation Faraday is a force-wide initiative to tackle violent crime. It draws on guidelines featured in the report *Violent Crime: Tackling Crime in the Night-time Economy*.
- SMART (specific, measurable, achievable, realistic, timely) crime targets are set for the BCUs, to address national, force and BCU priorities. Targets for priority areas seek to improve performance. Additionally, as part of their local annual action planning, BCUs set targets and measures to gauge their success in supporting force and national priorities.
- Although the force did not meet the government's PSA target for residential burglary (a target of 30 burglaries in 2004/05), it is worthy of note that within the Snow Hill BCU there were no burglaries during a 340-day period. This is a remarkably low level of burglary and it is pleasing that the force has detected more offences following the development of a problem profile that identified some areas for improvement.

Areas for Improvement

- One significant issue inhibiting a consistent corporate approach to problem-oriented policing is the lack of a force model utilising procedures, tools and training considered as current best practice. Ward constables and PCSOs need to be grounded in this theory in order to provide crime reduction opportunities within tasking and co-ordination.

2C Working with Partners to Reduce Crime

Good	Improved
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Strengths

- The force recorded 7.7 domestic burglaries per 1,000 households during 2004/05. This was a 3% increase on 2003/04. This was lower than the national average of 14.4 and the force is ranked seventh out of 43.
- The local authority and CDRP representatives are invited to attend local and force TCG meetings. The BTP, drug action team (DAT), social services, health services, London Fire Brigade, City business and crime prevention association members are all part of the CDRP.
- The commitment to partnership working has always been strong in the City and remains so. The nature of the City means that the force is geographically close to the community; there is a commitment to working as part of the CDRP structure, with Drug Abuse Resistance Education, the crime prevention associations, and a multitude of other initiatives designed to foster a good two-way relationship between the police and the community. The introduction of ward constables has been a benefit in this area and PCSOs have recently been appointed. Another joint police/community/local authority operation centres around the provision of crime prevention for iconic sites within the Square Mile.
- Both territorial BCUs supply one full-time member of police staff to work at the CDRP secretariat, providing policing expertise and input.
- The chief superintendent at Bishopsgate BCU is the force lead on partnerships and attends all CDRP steering group meetings in his capacity as vice-chair. Additionally, the force sits on the local strategic partnership forum, CDRP implementation group, CDRP licensing partnership and the CDRP vehicle crime group.
- In addition to the CDRP steering and implementation groups, a 'practitioners group' has been established to ensure better communication and more effective partnership working at the operational level. The importance of partnership working is highlighted within the local policing plan and divisional objectives, and in addition to sitting on external groups, the force has its own strategic level partnership forum. From April 2005 the force and CDRP had joined-up performance indicators and a CDRP representative now attends local tasking meetings.
- As part of the CDRP steering group, police play an equal role in the setting of CDRP priorities. This ensures that force priorities are reflected in those of the CDRP and vice versa. As both sets of priorities are detailed in force plans, it is then a simple task to ensure that BCU objectives and divisional action plans support the strategic force/CDRP priorities.
- The CDRP provides crime statistics per ward which can then be used by ward constables to monitor their local areas and set local objectives to reduce crime. Additionally, the CDRP and BCUs adopted a 'corporate' approach to dealing with priority and prolific offenders (PPOs) and ASB.
- The DAT is managed by the CDRP and they are now co-located. The DAT is involved in all intrinsic CDRP processes, from setting priorities and targets through to delivery. Corporation staff, police officers and the DAT form part of the CDRP implementation group. Each Operation Lighter usually results in in excess of 50

arrests, with a drug referral officer engaged in the operation. All PPOs identified by the CDRP are drug abusers; to date, positive action with PPOs has resulted in two of the 11 taking active steps towards rehabilitation.

- Evaluation is built in to all crime reduction initiatives. Initiatives are further evaluated at local tasking/management meetings. Good practice from toolkits (alcohol-related crime/business and retail crime) has been used in police operations.
- Project Griffin has provided training for security staff at City firms in relation to counter-terrorism measures; not only do the firms benefit but the contacts can be of value to the force in terms of intelligence-gathering. This initiative is being promulgated to other forces.

Areas for Improvement

- There is little knowledge of the underpinning processes involved in real problem solving using recognised methods such as the Problem Analysis Triangle and SARA (scanning, analysis, response, assessment).

3 Investigating Crime (Domain 2)

Levels of major and serious crime within the City remain low but the force is a centre of excellence and lead for the investigation of economic crime and has created a separate BCU for this purpose. This has allowed it to take on significant fraud investigations such as the current Jockey Club inquiry. Almost 10% of the force's resources are engaged in preventing, investigating and detecting economic crime. No other force has such a high proportion of highly trained and experienced officers dealing exclusively with policing economic crime, and it is unique in that its *raison d'être* is not primarily dealing with volume crime reduction and force-level detection rates. The economic crime unit has a pan-London and south-east region responsibility for major fraud and its success impacts upon confidence within the City as a trading centre. As with terrorism, the force does not use this valuable resource to focus on or try to impact upon already extremely low numbers of reported minor crimes.

3A Investigating Major and Serious Crime

Fair

Strengths

- The force has only had one homicide in the last 90 years. Major crime in terms of serious economic crime is obviously mentioned in the strategic assessment but levels of major crime are so low in this force that intelligence around them is not actively sought and would not be a viable addition to the strategic assessment.
- The CoLP has sufficiently trained resources and is further resourced for level 2/3 crime. There are no formalised plans with other forces to meet extraordinary demand, but there are protocols being drawn up with the MPS for homicide.
- The force has adopted the national definition for critical incidents. The strategic assessment takes into account the demand profile for critical incidents. Close links are maintained with the ward constables and local intelligence units to monitor community intelligence.
- Control room staff have received critical incident training to help them recognise incidents at an early stage and enable them to deal with the incident appropriately. Critical incident training has been cascaded to all patrolling officers but is under review with the new head of force training.
- Project Griffin is designed to integrate the business community into emergency plans.
- The CoLP monitors community tension through Special Branch (SB) briefings on a regular basis. There is close connectivity with surrounding boroughs (in particular Tower Hamlets), national SB and the national community tension team.
- The force has contingency plans in place to deal with and minimise the impact of escalation through its own draft business continuity plan, the London emergency services liaison panel manual and the London strategic emergency plan. The processes for initiating plans are documented in a number of 'special schemes' contained on the command and control system.
- The CoLP has a recently-formed IAG, which has been used on several occasions (as has the MPS IAG). In addition, IAG members are in liaison with the force hate crime unit and have individual association with BCU commanders. The force has in place the ability to consult widely with numerous groups through its diversity unit,

which is a component part of the CCRU.

- Formal protocols exist with the MPS for: dealing with spontaneous and pre-planned events under Operation Benbow; the deployment of City and MPS armed response vehicles within either police area; and in order to respond to incidents that might require executive action by firearms officers. The CoLP provides a substantial amount of support to the MPS through the partnership working enjoyed by both organisations, and includes joint training, the deployment of armed response vehicles in either force area and the provision of hospital guards by the CoLP in support of the MPS in the Metropolitan Police District. It is recognised that, in view of the amount of support offered by the City Police to the MPS, should there be an urgent need to support the CoLP, this will be reciprocated by the allocation of MPS staff under City command, eg for the Lord Mayor's Show or, for protracted events, through a joint command structure.
- The force security group meets weekly after the MPS security review committee.
- Counter-terrorism and extremism activity is in the force policing plan, the force strategic assessment, the force control strategy and the force intelligence requirement. Counter-terrorism activity is a force objective.
- The force intranet system, with an SB website, keeps staff informed of the counter-terrorism response. It carries a weekly update bulletin. Staff are trained in national responses and there are verbal briefings at times of threat.
- Procedures are in place detailing how to respond to deadly and determined attacks.
- The assistant commissioner is the ACPO lead. He is supported by the head of specialist crime and his deputy who oversee major investigations and manage resources in conjunction with the force TCG.
- The force operates a senior detective and senior officer call-out rota (detective superintendent or above) to support and monitor the senior investigating officer (SIO) and major incident team. Over the past year the head of SCO or the detective superintendent have attended every major crime incident. The criteria for resourcing different investigations are clearly set out; however, these are currently subject to review. It is anticipated that a permanent HOLMES (Home Office Large Major Enquiry System) team will be created.
- All SIOs have attended accredited courses to National Crime and Operations Faculty standards.
- The force is aware of the Osman ruling (although it is yet to be used) and guidelines are available for immediate referral.
- The PMG monitors crime performance, receiving data from a variety of sources. The current head of SCO has introduced performance indicators across the BCU and a detective sergeant is assigned to co-ordinate these indicators on a monthly basis. Costing of operations is currently being examined through the use of Permslite (a new performance management tool) and activity analysis/activity-based costing (AA/ABC) analysis, but this needs further work. All larger operations are budget-coded to identify exact expenditure.
- Impact assessments are completed and the force has two officers trained for this specific role.
- The CoLP has a small, dedicated central detective unit that usually takes the lead in

major crime investigations. However, because of the size of the CoLP, other parts of the force naturally play a part in the investigation of serious crime when considered necessary. The force has access to a cadre of trained officers who can be utilised as and when necessary; however, as previously mentioned, this is currently under review and it is likely that, in part at least, some dedicated resources will be assigned to this role. Abstractions are monitored by the FTCTG and each BCU individually. All BCUs are represented at this forum and decisions concerning resources are arbitrated by the assistant commissioner.

- The force has a well-tested call-out procedure for major incidents including senior detectives, SIOs, HOLMES staff, family liaison officers (FLOs), sexual offences investigative techniques officers, force casualty bureau staff and other key/critical incident personnel. This call-out procedure is currently the subject of review. Protocols exist within the scientific services unit (SSU) and other specialist departments to facilitate the call-out of other 'out of force' specialists, and the procedures are held both within the relevant command unit and by the control room to facilitate ease of call-out. There is good liaison with and use made of the forensic science service (FSS) and other organisations such as the Forensic Alliance. Access to the National Crime and Operations Faculty, the National Centre for Police Excellence (NCPE) and the National Specialist Law Enforcement Centre is maintained through SCO.
- All officers undertake scenes of crime awareness training and there are regular refresher courses for all front-line officers.
- Major investigations are reviewed by a senior detective in accordance with current procedures.
- The force adherence to the National Briefing Model (NBM) is monitored by the director of intelligence. Citynet is utilised to publish intelligence via a specific briefing format each day and the force intelligence bureau (FIB) has responsibility for all level 2 and 3 intelligence and the appropriate dissemination. Intelligence needs are assessed in line with the strategic assessment and priorities by the FIB.

Areas for Improvement

- During 2004/05 the CoLP recorded seven offences of rape and had no detections. This compared with a national average of 29.5% and ranks it 43rd out of 43.
- A strategy to prevent radicalisation of vulnerable individuals has not been undertaken.
- There is no specific counter-terrorism and extremism intelligence collection plan for communities.
- SB records some performance indicators such as the number of reports, briefings, operations etc but there are no qualitative measures.
- It is a challenge for officers to maintain their competencies in dealing with crimes and incidents that occur only rarely in their experience. The force therefore needs to review its capacity to deal with such incidents.
- Lessons learnt from recent major inquiries have not been cascaded to key staff. To its credit, the force has properly recognised that owing to its lack of recent experience in the investigation of some major crime, exemplified by murder but including other spontaneous life-threatening crime, there is a need for it to seek

contingencies for mutual aid with the MPS. These arrangements will need to cover scene management, cross-contamination, prisoner handling, mentoring key personnel within the investigation and ensuring compliance with the ACPO murder manual.

- The force does have access to the CRIMINT system belonging to the MPS. The force is reviewing inter-operability between systems (currently, the future viability of the force crime/intelligence system is being evaluated – any changes will need to incorporate some connectivity with other systems. No memorandum of understanding exists at present).
- Following the recent review, the force will need to ensure that it has sufficient trained personnel to perform key roles in major incident rooms.

3B Tackling Level 2 Criminality

Good

Strengths

- The total value of confiscation orders completed by the force during 2004/05 was £2,016,421. This was a 52.3% increase on the previous year's figure and exceeds the national average of £1,179,340.
- The assistant commissioner is the force champion of the NIM and chairs the FTCCG on a fortnightly basis. This group oversees the allocation of resources based upon the force's priorities. The assistant commissioner also represents the force at the security review committee at New Scotland Yard and, following that meeting, he chairs the security group meeting at the CoLP.
- The force has made the investigation of fraud one of its four priority areas of business and has been given lead status for the investigation of these types of offences within the south-east region. This is reflected in all force strategic plans. The current force strategic assessment reflects this and identifies other key level 2 and 3 crime that impacts upon the City community.
- The force is one of the few to feature terrorism as one of its four priorities and CoLP's SB and counter-terrorism functions have recently been strengthened with additional resources. The CoLP is part of the London SB regional intelligence cell and plays a full part in the cell's tasking and co-ordination process. In addition, as well as contributing to the force's strategic assessment, the force also contributes to the pan-London strategic assessment for terrorism, domestic extremism and public order.
- The central detective unit proactively targets level 2 and 3 crime and has recently undertaken major investigations of national and international importance involving corruption within horse racing and the counterfeiting of industrial computer software (all in the category of economic).
- The central detective unit and other specialist crime investigation departments within the SCO BCU support all level 2 and 3 crime and can be requested via the force tasking and co-ordination process.
- The force strategic assessment, together with the tactical assessment and problem profiles, identifies criminal networks impacting upon the City community and assesses that impact, eg immigration crime, domestic burglary and violent crime. A recent problem profile examining domestic burglary within the force resulted in the identification of further avenues of investigative opportunity and, once these were undertaken, the detection rate improved considerably.
- Problem and people profiles are created by the FIB and disseminated via intelligence desks (each representing a force priority) or via the force tasking group.
- Good intelligence products are linked to tasking and co-ordination.
- There is evidence of intelligence sharing between partner agencies.
- The force has the capability to identify and disrupt criminal markets and networks, particularly in relation to fraud.
- The FTCCG is driven by the needs of the force strategic assessment, which is circulated, along with the regular tactical assessments, to members in person, as

well as being available to the whole force via the intranet. In addition, before the meeting begins, a résumé of the force's overall performance is given and areas of potential vulnerability for the force highlighted. Operations are then assessed by the group and resources allocated according to each operation's merits in relation to the force priorities.

- There are procedures for major investigations to be reviewed by an independent investigator in accordance with current practice. The force is cognisant of the need to comply with Osman warnings and this process would usually be managed by the head of SCO and director of intelligence through the FTCCG.
- There is currently a review under way of the allocation of all existing staff and resources within the CoLP. The SCO BCU is bidding through this review for an additional six officers to enable the force to have two surveillance teams. Extra vehicles and equipment have already been purchased. Additional funding is being secured to increase the resources of the hi-tech crime team. A victim suite has just been introduced as well as a video interrogation suite.
- Specific analysts have been assigned to each of the four force priorities and a head of profession now oversees these, additional funding being secured under ACPO NIM. The SCO BCU is seeking to invest further in the force's technical support unit by the purchase of additional equipment.
- Excellent relationships exist between the force and the Immigration Service, Revenue and Customs and other law enforcement and security agencies. There are a number of officers on attachment to these agencies to assist in this process. In particular, protocols exist to facilitate the sharing of intelligence directly between the force and the immigration service, the security services, Revenue and Customs, some overseas intelligence services and the National Crime Squad and National Criminal Intelligence Service.
- The force deals with, and is currently managing, many high-profile operations involving co-operation with other forces and jurisdictions. These include the majority of the European countries, the USA, the Middle and Far East and Australia.
- Operations at BCUs are supported by specialist support BCUs (SCO, anti-terrorism and public order (ATPO) and the economic crime BCU). For example, the provision of surveillance, forensic, intelligence undercover and covert resource is the responsibility of SCO. In addition, all level 2 and 3 covert human intelligence sources are handled from within SCO and intelligence disseminated from there to the appropriate BCUs. The force also has specialist hi-tech crime and financial investigation units that support BCUs.
- The force has a dedicated financial investigation unit (FIU), which is one of the largest in the country. Each BCU attaches one officer to that unit who is then responsible for co-ordinating their BCU's financial investigations, overseen and supported by the dedicated FIU team. In addition to the dedicated financial investigators, the CoLP has trained fraud investigators for dual roles. This enables the ECD to meet fluctuations in demand for the services of a financial investigator. All investigations are examined for Proceeds of Crime potential and the force has made excellent progress in this field. A number of good asset recoveries have been made, for example, the seizure of three expensive vehicles and a number of watches and electrical items (sold to purchase further technical equipment for the force).

- Personnel from the ECD sit on a wide variety of panels including the British Bankers' Association, the Association for Payment Clearing Services, the Financial Services Authority, the Association of British Insurers, the Credit Industry Fraud Avoidance Service, Lloyd's regulation, FFIN and the Fraud Advisory Panel. They also attend many forums relating to the business community and are members of FFIN which links law enforcement agencies, banking agencies, the SFO and financial institutions.
- Dissemination of national best practice for financial investigation and asset seizure is to be undertaken via a planned training programme, being run jointly by the SCO and fraud BCUs. This will target all detectives of sergeant rank or above. In addition, the force has staff attached to the Assets Recovery Agency.
- The force has a dedicated witness liaison desk within the criminal justice unit (CJU). Training is available to inspectors and above throughout the force on dedicated witness protection and the force has one witness protection adviser who co-ordinates this work. In addition, there is close association with the MPS, which supports this area of work. The CoLP investigators have applied for special measures in one recent case and these were granted (the Regina v Palmer violent robbery case, heard at the Inner London Crown Court).
- An example of recent success against level 2 and 3 criminality is the arrest of an international team of industrial software counterfeiters, co-ordinated by the City Police, but with arrests in Greece and Germany as well as the UK. Over 28,000 CDs were recovered and valued at almost a billion dollars. A further investigation with much similarity has recently been commenced.
- The force is filling three additional posts for financial investigators funded by the Home Office to undertake financial investigation and asset recovery in accordance with the Proceeds of Crime Act.
- The force is procuring a mobile computer laboratory to facilitate data recovery by downloading data in situ.
- Additional funding from the Home Office to address economic crime necessitates the provision of quarterly performance management information.

Areas for Improvement

- The force completed seven confiscation orders during 2004/05. This was a 41.7% decrease on 2003/04 when 12 such orders were undertaken. The national average was 43.16. It should be noted, however, that the CoLP investigates some very large and complex cases which can literally take a number of years to resolve; the number of confiscation orders will vary accordingly and this figure does not accurately reflect either the quality of investigation or the level of activity in this area.
- The force achieved a detection rate of 88.1% for trafficking in controlled drugs offences. This was an increase of 6.5 points on 2003/04; however, this was lower than the national average of 91.7% and the force is ranked 30th out of 43.

3C Investigating Hate Crime and Crimes against Vulnerable Victims

Fair	Stable
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Strengths

- The force achieved a detection rate of 68.8% for racially or religiously aggravated offences during 2004/05. This was an increase of 10.4 points on 2003/04. This compared with a national average of 36.4% and ranks the force first out of 43.
- The hate crime unit is now part of the SCO BCU and has a force-wide responsibility. The assistant commissioner is the ACPO lead on hate crime.
- The hate crime unit has a responsibility for the investigation of all force hate crime and has a dedicated staff. The unit itself does not provide a 24/7 cover owing to the lack of demand in this area. However, dedicated 24-hour cover is provided through the on-call SIO and City Silver systems.
- The hate crime unit continually monitors and reviews investigations. Crimes are flagged on the force crime recording system. The DCI and the head of the hate crime unit undertake daily and fortnightly reviews of all cases.
- All crimes are recorded and audited in compliance with the NCRS. Crimes are disposed of in accordance with the HOCR (including audit of racist and other hate crimes). Each crime is audited by the DCI. All hate crime is forwarded to the hate crime unit for investigation.
- The force has received a Green grading from the Audit Commission in relation to the NCRS. There are clear standards of investigation and a structured approach to supervision.
- Policies and procedures are readily accessible to staff through the force intranet. Due to the City's low levels of hate crime and the numbers of dedicated staff in the hate crime unit, staff can be updated easily and consistently with current legislation and developments. The unit works in close liaison with specialist units within the MPS.
- The CoLP is an inaugural member of the MPS race hate crime forum. The force works with local agencies such as the Corporation of London, the VSS and the Guinness Trust.
- The force provides information packs to victims and witnesses. The CoLP has also agreed procedures with the VSS. The force utilises MG-11s and MG-2s to identify vulnerable victims and witnesses.
- The DCI in charge of the hate crime unit is the lead for child abuse investigations. The hate crime unit attends the area child protection committees.
- Because of the low numbers of child abuse investigations in the City, there is a case by case review and monitoring procedure, with the hate crime unit having full responsibility for all such cases.
- One member of the hate crime unit is trained in child protection. Other trained staff are available, eg specialist crime support, and additional training is currently being organised.
- The DCI in charge of the hate crime unit is the lead for DV. There are case by case

reviews of DV incidents because of the low numbers of instances reported in the City.

- The force has a DV strategy, with policies and procedures published on the intranet. Training is provided through the force training centre.
- Special schemes are placed on the computer-aided dispatch system to alert front-line officers of DV history prior to scene attendance. Information is shared with other agencies and victims are routinely offered the opportunity to make a 'victim personal statement'.
- The force provides DV training in line with the new NCPE codes to all members of staff. This training is provided by the CID trainers who will then supplement this with additional input to the specialist officers where necessary.
- Intelligence is gathered through DV investigations and recorded on the force integrated crime and intelligence system.
- The NCPE codes of practice provide an opportunity for the force to benchmark its performance around vulnerable missing persons and other operational matters.

Areas for Improvement

- Reported incidents of DV in the City are exceptionally low and during 2004/05 the CoLP detected 48.9% of such incidents with a power of arrest where an arrest was made related to the incident. This was a decrease of 13.0 points on 2003/04. This compared with a national average of 55.7% and ranks the force 24th out of 28.
- During 2004/05 the CoLP detected 65.2% of partner-on-partner violence. This was a decrease of 19.4 points on 2003/04. This compared with a national average of 74.1% and ranks the force 22nd out of 26.
- Weekly and monthly performance reports are currently under development, and should feed into the PMG. The move to SCO should facilitate the development of performance indicators to monitor hate crime performance.
- The force needs to establish a policy on the use of the Centrex DV training package.
- There is no effective joint training prior to staff being appointed; however, there are effective procedures and arrangements to ensure that police and social services work together at the earliest opportunity. There is no SLA. The hate crime unit is actively involved in strategy, discussion and case conferences.
- The force needs to develop joint training with other agencies to reflect the partnership arrangements for reducing and investigating hate crimes and crimes against vulnerable victims.
- The force still needs to develop lay involvement in the scrutiny of hate crime investigations and the IAG may provide the vehicle to do so.
- The force IAG is used for policy review but there are opportunities for its critical oversight within hate crime investigation.
- There is currently only a limited amount of community intelligence being received and a very limited amount of proactive work conducted by the unit, which the force states is entirely commensurate with the nature and number of hate crimes

reported.

- The force must ensure that there is adequate supervision and dip sampling of tape-recorded interviews.

3D Volume Crime Investigation

Good	Improved
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Strengths

- During 2004/05 the CoLP detected 13.8% of vehicle crimes, a 9.7 point decrease on 2003/04. This compared with a national average of 10.1% and ranks it 13th out of 43.
- During 2004/05 the CoLP detected 61.4% of violent crime, a 9.4 point increase on 2003/04. This compared with a national average of 49.5% and ranks it 14th out of 43.
- During 2004/05 the CoLP detected 14.7% of domestic burglaries, a 2.6 point increase on 2003/04. This compared with a national average of 15.9% and ranks it 29th out of 43.
- During 2004/05 the CoLP detected 28.6% of robberies, a 14.6 point increase on 2003/04. This compared with a national average of 19.9% and ranks it 17th out of 43.
- During 2004/05 32.9% of notifiable/recorded offences resulted in a charge, summons or caution, or were taken into consideration at court. This was a 3.2 point increase on 2003/04. This compared with a national average of 21.4% and ranks the CoLP second out of 43.
- During 2004/05 the CoLP detected 35.8% of total crime, a 2.8 point increase on 2003/04. This compared with a national average of 25.7% and ranks it fourth out of 43.
- During 2004/05 the CoLP detected 68.8% of racially or religiously aggravated offences, an increase of 10.4 points on 2003/04. This compared with a national average of 36.4% and ranks it first out of 43.
- During 2004/05 the CoLP achieved a sanction detection rate for vehicle crimes of 12.6%, a decrease of 9.7 points on 2003/04. This compared with a national average of 9.3% and ranks it 15th out of 43.
- During 2004/05 the CoLP achieved a sanction detection rate for violent crimes of 47.4%, an increase of 10.1 points on 2003/04. This compared with a national average of 34.3% and ranks it fifth out of 43.
- During 2004/05 the CoLP achieved a sanction detection rate for robberies of 28.6%, a 14.6 point increase on 2003/04. This compared with a national average of 17.2% and ranks it equal 12th out of 43.
- ACPO (operations) is the lead for volume crime investigation. A fortnightly crime statistics meeting is held immediately before the FTCCG, at which BCU commanders/DCIs are held to account for crime/detection performance and encouraged to share identified good practice.
- Priorities are set in both the corporate plan and the local plans. BCU activity must relate back to force priorities in their local plans. Citynet provides links to the force crime policy manual, giving a framework in which BCUs can focus their activities.
- Volume crime is driven by the tasking and co-ordination process. An example is the BCU tasking that addressed motor vehicle crime in the Finsbury Circus area of the

City. This led to a 13% reduction in motor vehicle crime in the area.

- Training in crime matters is now centralised. The head of SCO decides on crime-related training delivery, according to identified training needs across the force. Crime-related training is only approved if it supports the force priorities. For example, the force secured training for two SIOs at Greater Manchester Police in 2004, with two further officers being trained in 2005, meeting both force and individual needs. A force national competency framework linked to PDRs has now been fully implemented. This will provide the CoLP with a skills profile that will inform future training needs, which in turn can be reflected in the force's training plan.
- The low number of reported crimes allows a high level of auditing and supervision of individual crimes. This ensures high compliance with the HOCCR and NCRS, for which the force is graded Green by the Audit Commission.
- Asset recovery is centralised within the FIU, which provides local training in relation to Proceeds of Crime Act legislation to BCU officers. This has had a positive effect on the number of cash seizures and increased referrals of crime cases for asset confiscation and money-laundering investigations/prosecutions.

Areas for Improvement

- During 2004/05 the CoLP achieved a sanction detection rate for domestic burglaries of 8.8%, a 3.3 point decrease on 2003/04. This compared with a national average of 14.3% and ranks it 42nd out of 43. It should be noted that only 34 domestic burglaries were recorded during the year with no discernible pattern or groupings and the majority in shared accommodation. There has been no burglary on Golden Lane and the Barbican (two of the City's largest residential estates) for almost three years.
- Front-line officers of all ranks spoken to during this assessment had little or no knowledge of the HOCCR or NCRS. However, the force has gained a Green grading from the Audit Commission auditors based on strong centralised processes made possible as a result of the low numbers of reported crime.

3E Forensic Management

Fair	Stable
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Strengths

- All data capture is aligned to the Home Office forensic management performance requirements. However, owing to the unique nature of the City's limited residential population, recorded crime and topography, in dialogue the Police Standards Unit accepts that meaningful interpretation is extremely difficult and comparison with other forces is problematic.
- The force has produced a submission strategy, standard operating procedures and a scene attendance policy. The shortcomings identified in the report *Under the Microscope Refocused* were reviewed and improvements have been achieved.
- The force makes decisions on submissions under the DNA expansion funding looking at the probability of success against wasting monies on multiple submissions that would not meet expected success rates as identified by the forensic service providers. The Home Office and HMIC have previously commented on this as good practice.
- The scientific support manager (SSM) has responded to the previous baseline assessment and has implemented personal performance indicators (PPIs) for forensic staff. This has led to opportunities for managers to resolve variations in performance.
- In response to last year's baseline assessment, the SSM has arranged for crime scene examiners to undertake attachments to the MPS and attend the dedicated 'scene house' in Essex in order to provide relevant up-to-date experience and an opportunity for benchmarking.
- Since last year there has been significant improvement in identification recovery. (35% increase in DNA and 50% increase in fingerprint identifications).
- Owing to the force size, it is an easy process to monitor individuals who fail to meet quality standards in relation to sample taking. For example, where it has been possible against staffing numbers, one-to-one training has been achieved by use of the FSS CD-ROM.
- All forensic identifications are managed via a database system called eFex. The hits are recorded onto intelligence forms and electronically passed to local single points of contact to allocate and action.
- The CoLP is keen to sign up to the national tripartite agreement between the forensic service providers, Crown Prosecution Service (CPS) and the police, which it feels supersedes the need for local agreements.
- Operational staff have an opportunity for attachments to the SSU if identified through their PDR.
- The FSS continues to have a good relationship with the CoLP although the force uses a variety of other forensic suppliers for all types of case work and intelligence submissions.

Areas for Improvement

- Although ad hoc groups are set up to work towards specific identifiable issues, there is no forensic steering group which delivers on force-wide initiatives or projects.
- The SSU has suffered from staff shortages due to sickness for the last two years. This has had a huge effect on performance because of managers additionally having to undertake core shift cover and work flexibly in other areas to help provide a near normal service to the rest of the organisation.
- Changes in working practices within the fingerprint bureau have shown a significant increase in National Automated Fingerprint Identification System activity, as shown in a recent Home Office report. There is still room for further improvement; however, until the current staffing situation is rectified, this would be difficult to implement.
- The force has yet to stagger the times of the BCU TCG meetings to facilitate the attendance of the SSM. This will mainstream SSU input to those meetings through the production of forensic identification information.
- Although temporary arrangements have been made but not concluded, the force has still to develop an analytical capacity for forensic management.
- Operational scientific support staff feel exposed and vulnerable through their inability to cover and experience the normal range of duties expected within the role. They feel a particular vulnerability within major crime investigation which protocol negotiation with the MPS should address.
- There are examples of learning points from investigations which are not being highlighted and cascaded within the department.

3F Criminal Justice Processes

Good

Improved

Strengths

- During 2004/05 the CoLP recorded 2,859 sanction detections. This was an increase of 110 detections on 2003/04.
- During 2004/05 the CoLP entered 64.5% of court results onto the police national computer (PNC) within 10 days. This was a 22.3 point increase on 2003/04. This compared with a national average of 54.5% and ranks it 17th out of 43.
- The assistant commissioner is the chief officer lead for criminal justice processes.
- The chief inspector (CJU) attends meetings of the London local criminal justice board (LCJB) executive secretariat and associated workstreams. Workstreams comprise victims and witnesses, case progression, priority crime and confidence. The work of these bodies is implemented at a local level to support the overall London objectives.
- The CJU strategy is governed by the Narrowing the Justice Gap agenda. Common London-wide strategies and procedures have been adopted to ensure consistency of approach and service. These strategies and processes are developed and approved by the LCJB executive and LCJB.
- Through the borough criminal justice group (meetings are held quarterly at the City of London Magistrates' Court), the criminal justice agencies within the City area supply data to the LCJB performance management team in line with the work emanating from the executive secretariat. In particular, a regular examination is made of cracked and ineffective trials (both at the Magistrates' and Crown courts), PPOs and outstanding warrants.
- There are few performance issues surrounding the quality of files within the City CJU. Timeliness is enhanced by the co-location of the CPS at Bishopsgate. The Crown Court trials unit will soon join the Magistrates' Court trials unit within the CJU.
- Regular cracked and ineffective trial group meetings are conducted between the police, CPS, defence and the City of London Magistrates' Court administration. The effectiveness of performance around cracked and ineffective trials at the City of London Magistrates' Court has always been high and is within defined national targets.
- The force adheres to the national priority and prolific offender strategy. The Westminster drug referral scheme operates within the City boundaries. Under this scheme, offenders are given the opportunity to seek help to reduce the drug dependence which ultimately fuels their criminal activity.
- The CJU relieves the divisional and operational support arms of the force from those elements that constitute post-charge procedures. There are prisoner-handling teams on both divisions which tend to deal with the majority of custodial cases before submission to the CJU enquiry section for a final quality check. Similarly, all process matters are adopted by the CJU beyond the completion of the initial file, to allow subsequent enquires and quality checks to be moved away from operational policing.

- As part of the ongoing No Witness, No Justice project, the force has created a witness care desk which currently deals with all criminal matters. The three existing staff are to be supplemented by four new staff (one of whom is a CPS member) with the intention that all victims and witnesses will be dealt with at the earliest opportunity. The provision of transport, to assist with vulnerable witnesses, has been obtained by sponsorship from the Wood Street Crime Prevention Association, which will operate for a three-year period.
- National leaflets to provide victims and witnesses with advice and guidance are located in all police buildings and are regularly used.
- Bishopsgate's new custody suite will make provision for females, children, and vulnerable prisoners. Snow Hill also has these facilities.
- The custody user group gives strategic/tactical guidance to all staff.
- Risk assessments are completed on all prisoners entering custody and continually during detention. Force medical examiner arrangements fall within the MPS scheme.
- The force has a partnership with Tower Hamlets to provide the CoLP with youth offending team services.
- The force has adopted the national youth justice board strategy for the management of young people entering the criminal justice system. Owing to the relatively small number of young offenders arrested within the City, it is not practicable or cost effective to develop unique systems and procedures for the force.
- The CDRP has taken the lead role in diversion schemes to prevent young persons engaging in crime.
- The recently-appointed head of the CJU has resolved a number of the long-term grievances expressed by staff in the unit His commitment to these issues was commended by the trade union representatives.
- The head of the CJU has introduced individual performance indicators for the accreditation of file submission.

Areas for Improvement

- During 2004/05 the CoLP entered 85.4% of arrest summons onto PNC within one day. This was a nine point decrease on 2003/04 and falls short of the 90% target. This compared with a national average of 82% and ranks it 14th of 43.
- The above important PNC target is still not being met.
- The force was slow to expand PNC input to include details of pre-charge DNA and fingerprint samples. Although it is now compliant, there are implications for workload to ensure that performance targets do not drop.
- The force has still to conduct a full management review of the CJU. It was clear during the baseline assessment that many of the questions within this framework could not be asked of the CJU as some processes remain outside of the unit. It may be pertinent to consider a holistic review of all the administration of justice functions to include further examination of appropriate line management responsibility and reporting lines for the unit.

- There are differing views regarding the appropriateness and way ahead for case progression units and the employment of gatekeeper sergeants. Although prisoner-handling teams are in place at each BCU, the steps necessary to migrate to case progression units are not agreed and there is resistance to this important project. This is another example of mixed messages being provided by senior management and there is a need for a clear policy and a corporate response. Since the on-site phase of baseline assessment, case progression has commenced as a pilot under the direction of ACPO (operations).
- Resourcing remains an issue within the CJU.
- Footwear impressions are still not routinely taken and therefore forensic opportunities are being missed.

4 Promoting Safety (Domain 3)

Policing the City of London necessitates very high police visibility, especially at entry points, to counter terrorism and provide reassurance. The CoLP also has unique demands placed upon it in respect of a wide range of ceremonial duties and protecting the all-important financial environment. Ward constables are now supplemented by PCSOs. Truancy sweeps introduced since the first baseline assessment have been successful. CDRP work will benefit from rigorous evaluation of outcomes.

4A Reassurance

Good	Stable
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Strengths

- During 2004/05 9.8% of DV incidents reported to the police involved victims of a DV incident reported in the previous 12 months. This was a decrease of 0.9 points on 2003/04. This compared with a national average of 37.8% and ranks the force second of 34.
- Fear of crime and feelings of public safety are measured by the BCS, which does not segregate the City from the rest of London. It is therefore not possible to use BCS data to comment on City performance. However, a MORI poll commissioned by the Corporation of London recorded very high levels of feelings of safety in the City, both by day and night.
- The Snow Hill BCU commander is the force lead on reassurance. The CoLP does not address 'reassurance' as a direct issue, and consequently does not have a reassurance working group. The four force priorities which have reassurance built into them are reproduced in all force plans and publications. The force took the view that the implementation and ongoing development of the ward policing initiative was going to meet all requirements for reassurance.
- The force does not have a discrete patrol strategy; patrols are directed based on NIM-led intelligence. Certain taskings do allow some local variation at the direction of the duty officer; eg Operation Kansas (burglary) has a series of options for deployment. Templates for local risk assessments are in place and training is given to officers. The risk assessment will specifically state how any patrol function will be undertaken. All officers patrol wearing high visibility jackets as this is a requirement of force tasking. Area response cars are double-crewed. The force does not have 'panda cars' but divisions have use of a marked van (with secure prisoner holding), a marked duty officer car, an unmarked crime car (fast response) and an unmarked CID car. These vehicles can be deployed through NIM taskings, or at the discretion of the duty officer.
- There are a number of mechanisms that evidence the force's commitment to reassurance. The force has an enhanced system of alerting the community about policing incidents via e-mail and pagers; it is used also to reassure the community when an incident is over. The initiative is growing and the CoLP is encouraging black cab drivers to pilot the pager alert system. The counter-terrorism section manages the Bridge Call (as part of Project Griffin) that updates every major business institution within the City of London on the current terrorist threat and crime information.
- Reassurance and promoting public safety are very much part of the *raison d'être* of the CoLP. The BVR of counter-terrorism highlighted the quality of this service, for

which the force received a grading of Excellent.

- The force conducts annual activity analysis for three weeks during October and uses this to gauge the force's activity regarding reassurance.
- The force has secured funding and recruited 16 PCSOs. It is intended that their use will augment high visibility policing while at the same time releasing regular officers to concentrate on crime investigation. They will be tasked through local tasking to meet specific community needs. A supervision and appraisal framework has been put in place under the community inspectors at both BCUs.
- Efforts are being made to integrate the Special Constabulary into the ward policing teams. A number of wards have been identified that would benefit from a special constable being deployed there as a ward constable. That person would carry out dedicated reassurance patrolling of the ward, open an evening surgery and also participate in the ward meeting process.
- The force actively targets specialist BME media – for example, promoting the positive result of a case of violent extortion of an Asian businessman – to help reassure the community. The press office has recently engaged in relationship-building with leading journalists and publications, eg Diversity Today and East End Life. The diversity team attends events such as the 'Respect' concert, the Gay Pride event and Brick Lane festival. Self-reporting packs for reporting both race hate and homophobic incidents are now placed in eight venues across the area.
- This year the force has also delivered a terrorism media strategy responding to a recommendation in the BVR of counter-terrorism. This strategy guides the force on how and when to interact with communities in the event of a catastrophic incident.
- Department intelligence units conduct intelligence analysis and produce a detailed briefing package on a daily basis; this includes hotspot management, including ASB and targeting of nominals, and is available on the intranet and used at daily briefings.
- NIM tasking drives high visibility patrols. Patrols of subways (Operation Housemartin) were an NIM tasking arising from community concerns at a local school.
- The force enjoys good relationships with the media and is developing corporate communications with the business sector.
- The in-force magazine has been redesigned and recognised by a European award.

Areas for Improvement

- The force has yet to develop an assessment of media coverage to grade the success of corporate communication, as identified within the previous baseline assessment.
- The force does not utilise recognised problem-solving models such as SARA and the Problem Analysis Triangle. In order to ensure that problem solving is mainstreamed within the tasking and co-ordination process, capacity needs to be developed for this work. It is difficult to see how PCSOs can be fully utilised unless they are fully trained and integrated in this work.

4B Reducing Anti-Social Behaviour and Promoting Public Safety

Good	Improved
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Strengths

- The Bishopsgate BCU commander is the force lead on ASB, and takes an active part in the CDRP steering group.
- The CoLP is an active partner in the drafting of a London-wide ASB strategy with the Government Office for London.
- All appropriate measures are used in dealing with ASB. Anti-social behaviour orders (ASBOs) and acceptable behaviour contracts have been implemented. Fixed penalty notices are issued for ASB offences and by April 2005 full training was rolled out force-wide that covered the additional range of offences under this scheme. A multi-agency youth referral scheme, Young Persons Advice and Assistance Panel, has been in existence since 2003 as a precursor to any formal ASB procedures. Twelve post-conviction ASBOs have been issued, one acceptable behaviour contract and six referrals made through YPAAP.
- Through the local CDRP and local strategic partnerships, the force ensures it engages with agencies at every possible level. Project Griffin is a good example of this type of approach.
- All multi-agency projects/initiatives are assessed and co-ordinated through the CDRP steering group and the implementation group. The CDRP and the force have adopted best practice and established a PPO working group to tackle the top ten offenders. The FIB leads co-ordination and all offenders are reviewed at local and force tasking meetings.
- The force has three dedicated ASBO practitioners who report to community inspectors (who have the ASBO BCU lead) and who report through to BCU commanders and the CDRP. Targets to reduce ASB in support of PSA 2 are being set by the force and the CDRP. The CoLP has been involved in the formulation of pan-London protocols for ASB through the Government Office for London, and with other partner agencies.
- The CoLP's co-location with the CPS has made it accessible to staff and fostered good working relations when dealing with ASB issues.
- BCU tasking has specific items dealing with ASB and officers are directed to deal with particular problems. Actions taken are monitored at BCU and force tasking meetings. Force-wide monitoring of ASB is enhanced through joint tasking, particularly with the BTP whose ASBOs, if not carefully managed, impact with displacement to the CoLP.
- ACPO (operations) is responsible for the operational side of the force's activities and is therefore the chief officer for road safety.
- The force works closely with the Corporation of London road safety unit as its main partner. The force works within the framework of the Corporation's road safety strategy, which is being updated at the moment to tackle bicycle collisions. The force's strategy mirrors the ACPO roads policing strategy. The force also works in partnership with Transport for London (TfL) and Bikesafe in providing motorcycle

awareness training to experienced motorcycle riders within London.

- The roads policing unit (RPU) also works in partnership with the crime reduction units on exhibitions at business premises to promote casualty reduction in particular and road safety in general.
- Much of the policing style within the City of London is geared to promoting public safety.

Areas for Improvement

- The force needs to develop systems to evaluate thoroughly ASB work and to ensure appropriate accountability mechanisms are in place to monitor its performance.
- There is limited use of recognised problem-solving models.

5 Providing Assistance (Domain 4)

The force call and crime input bureau (FCCIB) has recently been introduced and will potentially address many of the call-handling Areas for improvement. There are some very successful e-alert and pager alert systems providing instant messaging facilities with the business community. Pan-London partnerships with the MPS and BTP work very effectively to manage public disorder and armed response.

5A Call Management

Fair	Deteriorated
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Strengths

- 999 calls are primarily handled by the MPS but their targets are to the standards that the CoLP would implement.
- 999 emergency calls are robustly monitored by MPS supervisors, including quality assurance (QA) of individual calls by call handler and by dip sampling.
- Supervisors in the force control room monitor other calls. Feedback is provided via the PDR system and day-to-day management. Customer surveys conducted by the MIU include call management issues. Results are discussed at the PMG and at the force consultation forum, and are also used in BVR research to identify areas for improvement.
- The force has adopted partners' standards to ensure consistency, ie Corporation of London's call-handling requirements for non-emergency calls and the MPS' standards for handling of emergency calls.
- The assistant commissioner leads on call management. The local lead is the chief inspector (communications). Visibility and accessibility are ensured through the local lead being co-located with the command and control staff.
- Absence management is conducted in accordance with the force and Corporation attendance management policies.
- Flexible working has been introduced, with peak-time cover enhanced as a result. Staffing issues in respect of police officer posts are being addressed and there is a desire to increase civilianisation.
- There are currently two information desks, which are used to provide a limited one-stop service in support of incidents or enquiries. This aspect will be further enhanced by the introduction of the FCCIB in 2005; there will be more comprehensive crime recording and call management within the FCCIB, thereby reducing the time operational staff spend on these functions.
- The *Open All Hours* report and the BVR of crime processes and protocols were the drivers for change that have led to the creation of the FCCIB. When the FCCIB is operational, it will address the disparate and ad hoc systems that currently exist.
- The BVR of crime processes and protocols and the BVR of counter-terrorism identified critical incident management as an Area for improvement. These BVRs have been used to drive improvement through training, and (from this year) reinforcement of training through ad-hoc exercises by local managers. Information on critical incident handling is available in real time via the computer-aided dispatch system (special schemes etc) to act as an aide-memoire if required.

- Effective mechanisms are in place within the control room to keep staff aware of local policing initiatives.
- A clear incident grading policy is adhered to in dispatch. This is explained to callers where appropriate, including by 999 call handlers.
- 24/7 supervisor presence in the communications centre means all incident procedures recognise their primacy until the appropriate supervision on the ground is in place.
- The force has a wide choice of means by which services can be accessed. Examples include Minicom, British Sign Language-trained staff available for callers to police stations, and all premises being accessible for wheelchair users. Language Line and interpreters are used for non-English speaking callers.

Areas for Improvement

- The force has no way of measuring its abandoned call rate and consequently does not know how many people are failing to get through.
- There is a lack of performance data on the levels of service achieved on non-999 calls.
- The contact management project team needs to ensure the force is in a position to be able to manage the call flow.
- Some contact centre staff were unaware of force customer satisfaction survey results where they impacted upon their work and are therefore unable to take any action to improve performance. Although this information is available to staff, it is important that managers ensure that staff have read it in order to action areas for improvement.
- There has been slippage in the delivery of the FCCIB project. Although the technical solutions have been delivered on time, the people aspect of this complex change management project has been problematic. Consultation has not been effective. The force has not co-ordinated the mixed messages given by senior managers or had a clear communications policy. Responsibility for resolving the human resource (HR) issues has been unclear to some staff.
- Although ACPO staff have intervened and are in the process of finding resolutions to these problems, the reporting mechanisms through the organisational change board (OCB) do not appear to have provided them with sufficiently early notification to engage in this process at the appropriate time.
- The staffing issues were identified at the outset of the project, together with the inherent cultural problems associated with major change. Although the technical solutions have been handled well, the management of people issues has not been dealt with satisfactorily.
- The force may wish to consider whether future large-scale change management projects could be more successfully achieved if co-ordinated by the corporate support function within the force, using a qualified change manager.
- The management structure of the force provides for senior managers to lead on change projects but a greater capacity within corporate support at the centre will help it address the areas for development.

- HM Inspector recognises the complexities within such a project and the specific skills and time required to breed success and it may be unrealistic to expect senior managers with full-time portfolios to take on this additional specialist work. The force must learn the lessons from this project if it is to be successful in changing the shift pattern currently under consideration.
- Staff expressed concerns that the people issues flagged up early in the FCCIB project have not received appropriate consultation.
- The force information manager is still compiling the force's strategic information strategy. The delay is due to the postholder's workload, undertaking two roles as information manager and IT operations manager.
- There are still no SLAs in place with the MPS to determine a standard of service from the C3i project.
- Disabled access to the FCCIB needs reviewing.
- To provide better opportunities and progression for civilian staff, the creation of a career grade and supervisor posts is envisaged.

5B Providing Specialist Operational Support

Good	Improved
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Strengths

- Public order is identified as a key priority for the CoLP. It is a priority for the control strategy and is included in the policing plan. Data on key issues, vulnerable communities and vulnerable locations is part of the strategic intelligence requirement and are included in the force strategic assessment. It is, however, apparent that the threat to public order does not come from the local community (which numbers about 7,000) but instead from those wishing to target the business community (eg anti-capitalist, animal rights movements), and therefore there is a clear understanding that intelligence needs to be gathered from as wide a range of assets as possible (eg the business community with links across the globe, open source etc).
- The CoLP clearly considers that partnership is key to all aspects of policing business; the force is able to evidence the effective exchange of intelligence and information with neighbouring forces (eg the BTP and MPS), with the Corporation of London and with the business community. There is inter-operability of intelligence systems with the MPS and BTP, with the force having terminals for the MPS' CRIMINT system installed in its FIB. The CoLP has invested heavily in technical intelligence-gathering methods, most notably in automatic number plate recognition (ANPR), both fixed and mobile, that covers all access and egress points to the City, and this intelligence is shared with partners.
- The force evidenced positive relationships with partners in relation to operational planning, sharing intelligence regularly with partners to develop a joint response to any threats. The planning team works closely with partners for large predictable events (eg at St. Paul's, the Guildhall, the Mansion House, the Barbican, the London Marathon, livery companies, Merchant Taylors' Hall) as well as working jointly through CO11, the MPS public order branch, for pan-London events.
- The force is satisfied that there are sufficiently trained and tested resources to meet the predicted demand from public order incidents within the City. This is backed by a formal agreement (Operation Benbow) with both the MPS and BTP to provide mutual support as appropriate for any pan-London issue; these protocols have been widely tested operationally (eg May Day protests). In terms of resilience, the events of 7 July demonstrated that the force can cope with extraordinary demand; with a large percentage of officers already deployed at the G8 summit in Gleneagles, the CoLP was not only able to manage the Aldgate bomb scene, but was additionally able to send considerable resources to assist the MPS and BTP.
- In partnership with CO11, the force evidenced the ability to measure the success or otherwise of its pan-London efforts to tackle public order problems; this included an assessment from the business community and indeed the changes in share values.
- During 2004/05 the force carried out 404 operations involving the deployment of firearms officers where the issue of a firearm was authorised. This figure was an 11% increase on 2003/04. The national average was 370.1.
- The force complies with the relevant Home Office code of practice on the police use of firearms and less lethal weapons, the ACPO manual of guidance on police use of firearms, and the national police firearms training curriculum.
- The force is committed to self-assessment and robust performance review,

including a comprehensive threat and risk assessment as required by the Home Office code of practice.

- The force can evidence that staffing and equipment provision and training continue to meet force needs, and there is unambiguous direction as to roles and responsibilities within each area.
- The assistant commissioner is nominated as the force lead on operational policy and practice and he provides active leadership and direction, taking the lead role where appropriate.
- There are good lines of communication between the policy group and practitioners, providing opportunities for thorough discussion and review of issues, and dissemination of good practice. Incidents are properly debriefed to a common minimum standard and reviewed by practitioners and the policy group.
- When armed officers are deployed, they have readily available less lethal options including baton guns and tasers.
- Where practicable, an appropriately trained handler and dog trained to work with firearms officers are deployed to firearms incidents, providing a less lethal option.
- Public order has been the subject of a BVR and capability for specialist operational roles was examined. The force has two chief superintendents, two superintendents and two chief inspectors, all trained to MPS advanced public order cadre level. Currently, there are also three superintendents and three chief inspectors trained to MPS standard public order cadre level. All officers undergo regular refreshing training, and six further courses have been identified for 2005 so far. Succession planning is built in for those trained to a standard level who will go on to the advanced training in the future.
- All large-scale public order events, both planned and spontaneous, are managed using Operation Benbow protocols, which are accepted as best practice.
- The force does have arrangements with the MPS (Operation Benbow) to receive support in times of greater demand. There is also a drive towards sharing of resources around homicide, not only to improve resilience but also to give SIOs a much-needed boost of experience in this area.

Areas for Improvement

- Operational staff do not fully appreciate or understand the contribution made by the ATPO BCU. The force has a policy of not using SLAs; they could be one way of creating clarity about mutual requirements and holding units to account. If it is still felt that SLAs are not required, the force needs to continue to work hard to communicate its values to the workforce and it may be possible to demonstrate this further through the performance management tool called Permlite.

5C Roads Policing

Fair	Stable
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Strengths

- The head of the RPU is a chief inspector who reports to the head of ATPO through the superintendent (public order). ACPO (operations) is the chief officer lead.
- All staff are aware of the published roads policing strategy, which takes its themes from the ACPO strategy document. The strategy takes account of national and local priorities in casualty reduction through improved road user behaviour, safer roads and safer vehicles. This strategy is communicated to staff through the intranet site and briefings.
- The RPU has a counter-terrorism role, which is included within the BCU action plan. The CoLP works with the local authority and other partners to support the strategy.
- The roads policing strategy sets out to assist the force in meeting its casualty reduction targets. There is no particular emphasis on one strand over another. However, there are parts of the strategy that can be impacted upon more heavily than others. For example, improved road user behaviour can be impacted by education and enforcement to a greater degree than safer vehicles. All the unit's work is given relatively equal billing apart from casualty reduction and counter-terrorist work, which take priority.
- The force, in partnership with the Corporation of London, is on track to meet the 2010 targets in all respects except pedal cycle casualties. This is a London-wide problem, which is being studied by the force and the Corporation. All fatal collision files have been quality-assured by the CPS and submitted on time.
- There is a memorandum of understanding between the force, the MPS and TfL in relation to the Bikesafe London initiative. The force is included in the Corporation of London road safety plans. The RPU works closely with the Corporation road safety unit and has completed 17 joint road safety campaigns to December 2004.
- The RPU works in partnership with the Vehicle and Operator Services Agency, the Department for Work and Pensions, the Hackney Carriage Office and TfL congestion charge enforcement. No specific SLAs have been written to cover this activity.
- The Bikesafe partnership activity conducted with TfL has now been evaluated as suggested in the last baseline assessment report, leading to changes in working practice.
- The force has implemented the road death investigation manual. The RPU has five collision investigators, three SIOs and access to the force's FLOs, which are crime and traffic-trained. Both SIOs and FLOs have been effectively deployed on a number of occasions.
- The RPU has developed a comprehensive briefing system, which includes use of the force Intellinet and attending briefings at the other BCUs. RPU resources are considered and deployed by local and FTCCGs in accordance with the NIM.
- The bidding process for departmental resources is achieved through the FTCCG, which meets bi-weekly and is attended by the head of ATPO. This is a two-way process, with RPU managers requesting divisional resources to assist in counter-

terrorism operations and road safety campaigns.

- The BCU is actively seeking two intelligence officer posts from existing resources. The traffic management office analyses data to ascertain collision hotspots and causality. The RPU has a traffic intelligence officer who performs this function part-time.
- All RPU staff are qualified vehicle examiners, PG9 officers, escort-trained and have a balance of other skills such as motorcycle instructor, HAZCHEM, collision investigation and family liaison training.
- The staff within the RPU are well trained and well equipped to fulfil their function.
- Roads policing is in the force policing plan and is part of the priority for community safety. It is also a key part of the community strategy for the City of London and the crime and disorder strategy. Community safety issues are an integral part of the force strategic assessment. The force roads policing strategy supports the national roads policing strategy. There is currently no regional or cross-force strategic assessment; however, City FIB officers regularly attend regional intelligence meetings and MPS central tasking meetings to discuss criminal use of the road network.
- The force NIM processes are used to highlight criminal activity, to which roads policing resources are deployed through local tasking and the FTCSG. The RPU's contribution to this is recorded on NIM sheets, allowing it to measure hours used on taskings and results achieved. The CoLP makes use of national, regional and local ANPR operations and has run Operations Mermaid, Genie, Validate and Laser in conjunction with other agencies and surrounding forces. Counter-terrorist operations under the umbrella of Operation Argus and Operation Rainbow are conducted frequently; the deployments increase in line with the tactical and threat assessments. Performance information is recorded and intelligence shared on all such operations. The force has invested heavily in ANPR technology, with cameras covering all key locations and every access/egress point to the force area.
- The force considers that it has sufficient resources and contingencies in place to meet the demands of spontaneous or significant pre-planned incidents on its roads; indeed, the force has 24 officers dedicated to policing the 26 miles of road network within the City boundary, backed by BCU-based cycle teams (around 30 officers). The force evidenced 29 weeks of preventative road safety campaigns during the past year.
- The force has implemented the guidance within the Road Deaths Investigation Manual, which is complemented by the force policy on fatal and life-changing collisions. Fatal collisions are investigated utilising the force SIOs (18) to ensure that these are investigated using major crime investigation processes. The RPU has five trained collision investigators and two of its own SIOs. The RPU is currently investigating two road deaths simultaneously.
- The force actively engages with partners to improve road safety; the traffic management office identifies hotspots, trends and patterns from the collision and casualty data, and any other available resource and liaises with the two highway authorities, transport planners, highway engineers and the road safety officer to see if an engineering or educational solution can be found (eg the information from the traffic management collision and casualty database was used as evidence to obtain and maintain the speed and red light enforcement cameras in the City). The force

evidenced close working relationships with the MPS and TfL to ensure that disruption, congestion and inconvenience are kept to a minimum.

- RPU protocols have been formally agreed with the MPS and BTP through Operation Benbow and include sharing resources at times of exceptional demand; these processes in terms of road policing have been tested regularly (eg the Lord Mayor's Show, response to the London bombings and the London Marathon). The force considers that these extraordinary events have all been managed without significant impact on day-to-day policing, albeit roads policing assets are regarded as front-line resources.

Areas for Improvement

- The roads policing strategy was not subjected to wide public consultation and when the strategy is due for review it will benefit from a more rigorous consultative process.
- The requirement for PPIs identified in the last baseline assessment has not yet been addressed. The introduction of Permslite will provide a perfect opportunity for this development.
- The requirement for training in the RPU's new crime role identified in the last baseline assessment has not yet been addressed.
- The force is not going to meet the target for pedal cycle casualties and it is working with the Corporation of London to review the positioning of bike lanes within the City and deploying BCU bike squads as part of an educational campaign.
- The under-representation of female staff is a national problem but within the RPU is exacerbated by the requirement for staff to ride motorcycles. Although the force has looked at alternative motorcycles more suited to female use, it may still need to review whether the unit has the correct balance within its fleet. Devolution to divisions could allow some of this work to be completed within area cars.
- The force has conducted a number of positive action initiatives but has yet to change the under-representation of females within the RPU.

6 Resource Use (Domain B)

Significant progress has been made in HR management following the high turnover of previous heads of department. Senior HR personnel now contribute at strategic levels within the force and are being held to account via the PMG. Sickness absence has been significantly reduced and the force is on track to meet its 2006 recruitment targets. Much has been learned from the BVR of training, which will assist development in this area. The innovative recruitment of special constables now includes the possibility of using their skills within a specialist section and, where appropriate, specials are being placed in specialist units. The force would benefit from greater connectivity with partners. It has demonstrated sound financial management in the control exercised over managing overtime reduction in accordance with the Police Negotiating Board agreement and work/life balance requirements. The effective use of the NIM is a strength.

6A Human Resource Management

Good	Improved
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Strengths

- During 2004/05 the number of working hours lost due to sickness by police officers was 53.56. This compared with a national average of 70.57 and ranks the force fourth out of 37.
- During 2004/05 there were 2.27 medical retirements per 1,000 police officers, a decrease of 75.2% on 2003/04. This compared with a national average of 2.9 and ranks the force 12th out of 39.
- During 2004/05 there were no medical retirements of police staff. This compared with a national average of 2.16 and ranks the force equal first out of 39.
- The force has an up-to-date HR strategy, which is again being reviewed to assess alignment with service priorities and objectives. The HR strategy incorporates a training strategy. Diversity is a theme intrinsic to both.
- The head of HR, as the HR professional lead for the force, has reported and is accountable directly to ACPO (support). The head of HR holds regular monthly meetings with business managers at BCU level to ensure that HR management and application is understood and consistent.
- The HR department participates in a range of meetings and fora, from the STCG through to the PMG and HR strategic committee. HR reports and statistics are directed through these channels. A variety of corporate HR work is undertaken through other force fora and committees and is fed directly through to the HR strategic committee, eg workforce planning, police reform.
- The department publishes a monthly report, which highlights progress on force HR performance indicators including sickness, percentage of BME staff, percentage of PDR completion and percentage of female staff. Additionally, the department publishes regular detailed statistical analysis of sickness trends to allow immediate interventionist action.
- The force health and safety policy has been completed and signed by the Commissioner in 2004. Within the policy there are clearly defined roles and responsibilities assigned to named individuals. The commander chairs the force

health and safety committee, which is held bi-annually.

- The DoCS is the health and safety lead officer at ACPO level and has also attended the 'directing safely' course and is given support in this role. To ensure that ACPO and senior management are clear about their roles and responsibilities, a 'directing safely' course has been provided. Training has also been identified for all managers within the force.
- The agreed three-year action plan is the working document to achieve the aims and objectives of the force health and safety policy and is under regular review at force health and safety committee level.
- Five out of six BCUs hold quarterly health and safety committee meetings. The sixth is due to take place shortly. Staff side are invited and involved at force health and safety committee level and locally within each BCU health and safety committee meeting. BCUs have a local yearly review of health and safety plans in line with the agreed three-year action plan.
- Each BCU has its own local health and safety policy in line with the force policy; this is communicated to staff within each of the divisions/departments. Local policies reflect force policy and identify who is responsible and accountable within the BCU for health and safety. Health and safety is a standing item on all meeting agendas.
- A force health and safety training strategy and training needs analysis have been reviewed. These take into account the identification and evaluation of the type of training required for managers, specialist staff and general awareness training undertaken and being reviewed. The training strategy has recently been revised and costed.
- The force has implemented the ICF for all staff. National occupational standards are applied with all training delivery and monitored against appropriate activities within the PDR system. All PDRs are role profile-based. All police selection procedures have utilised the ICF role profiles since 2003 for both promotion and internal selection. All support staff recruitment and selection is now based on the ICF.
- Within the last 12 months, the HR department has drafted or revised a number of key HR policies and procedures, allowing transparency of application of management and/or supervision. It has successfully led the force debate on the employment of PCSOs and has successfully achieved funding for 16 PCSOs to join the force.
- A new application for honorarium payments has been introduced to allow fairer and more equitable distribution of additional rewards and to support review of new and/or additional staffing requirements.
- The HR team has effectively supported management to reduce the number of cases of long-term sickness.
- ACPO (support) is the lead on absence and attendance management and chairs the Regulation 28 and absence review group meetings. A recent review of organisational structure has resulted in the decision being taken to ensure that the management and leadership of the HR and occupational health functions is more closely aligned in recognition of the association and impact of these two important areas of work.
- The force has achieved significant success in sickness reduction during the last

three years.

- Sickness rates within the ECD are extremely low and focus groups with staff indicated very high levels of morale.
- The force has previously undertaken a review of working patterns and shifts to assess against Working Time Regulations. No issues or concerns were identified. Since 1 January 2004 all staff duties are recorded on the National Strategy for Police Information Systems HR duty management system. The system is EU and Police Regulation compliant and allows analysis of both planned and actual working patterns for Working Time Directive (WTD) compliance.
- The force has introduced a flexible working policy and encourages a wide range of flexible working arrangements. There is currently a workforce planning project under way which is looking specifically at resource deployment. This could lead to a major change, as duty planning will move from planned specific shifts to a much more flexible approach.
- The flexible working policy has encouraged more staff to give the subject more consideration. The appointment of the force communication officer will provide further opportunities to market this policy.
- The head of HR and DoCS hold regular monthly meetings with union representatives. This arrangement will continue under the re-alignment of HR to ACPO (support). The force monitors grievances, bullying and harassment complaints and trends in relation to discipline. The head of HR reports upon and advises of any necessary remedial action.
- The force is currently rolling out presentations across the workforce in conjunction with trade union/Police Federation representatives on bullying and harassment to highlight the issues and look at what constitutes a 'right to manage', as opposed to bullying and/or harassment.
- All police pay reforms have been fully introduced. In December 2004 the force's first officer was accepted onto the 30+ scheme. Competency-related threshold payments are assessed annually via the PDR process, once the initial payment has been approved.
- Although support staff pay is covered by the Corporation of London terms and conditions of employment, the force makes appropriate use of honorarium payments to reward exceptional performance. The force also makes extensive use of merit certificates and awards ceremonies including Commissioner's and commander's commendations to acknowledge and reward good or exceptional performance.
- Freedom of information and data protection policies are in place and utilised. A data auditor post is currently being validated within the MIU structure.
- The force benefits from excellent relationships with staff associations and trade union representatives.
- There is a plan to repeat the 'quality of work life' staff survey and to monitor this through the quality of work life group. The survey has revealed high levels of morale.
- The force has found a way to comply with the national recruiting standards for support staff even though there are complications as a result of their employment

by the Corporation of London.

- The force has attempted to resolve some of the difficulties it was experiencing in relation to the resolution of grievances. There has been some flexibility from the Corporation to deal with some forms of grievances.
- The force plans to undergo Investors in People (IiP) accreditation assessment in 2005.

Areas for Improvement

- Divisional commanders recognise that the quality of service provided from the central HR department is now much better since the appointment of a full-time permanent head of HR. Some line managers, however, are dissatisfied with the perceived level of support from HR when dealing with staffing issues.
- There are effective arrangements for consulting staff associations at the strategic level but some local managers do not engage the staff associations sufficiently to ensure that local concerns are appropriately resolved.
- The force may wish to review again the duty time allocated to support groups and union representatives to enhance the positive contribution these groups can make and to allow them to conduct appropriately the full range of duties that are necessary to represent their membership.
- Terms and conditions for support staff employed by the Corporation may not be compatible with developments nationally, eg discipline arrangements with the Independent Police Complaints Commission and the ICF and role profiles, making benchmarking with other forces difficult.
- The upgrading of the duty management system (DMS) has meant a period where the force has returned to a paper-based system and staff are confused about their remaining leave entitlements.
- Some operational staff questioned the functionality of the DMS and its ability to monitor the WTD.
- The force may wish to consider whether there is a need to devolve HR functions to divisions in such a small force where HR staff are readily accessible at headquarters.
- The benefits to be gained through central recruitment campaigns as recently conducted raise similar questions regarding the need for devolution of HR functions to divisions in such a compact force. The force may wish to review its current practice.
- The force has employed a consultant to assist with the preparation of an absence management training package; the training is scheduled to be rolled out to staff in 2005. Health screening has yet to be fully developed and there are opportunities for other proactive measures.
- Results from exit interviews conducted need to be published in force HR reports.
- There are still areas for development within the PDR process, particularly with regard to staff valuing it as a tool for development.
- The new HR plans are yet to be costed.
- Trade union representatives are engaged in health and safety audits and

inspections but there is still some potential to co-ordinate diaries to facilitate their full attendance.

- Risk profiles remain to be rolled out across the force after a successful pilot with the corporate support department.
- The force has yet to implement the monitoring of 'near misses' and the identification of lessons learnt.
- The current shift pattern is being reviewed because resources do not match demand.
- Staff within the force support group are working excessive hours and accruing large numbers of rest days. Consideration needs to be given to work/life balance issues as well as the WTD.
- More generally, officers' flexibility and willingness to change shift patterns at short notice needs to be monitored closely to check on work/life balance and ensure duties comply with the WTD. Some officers have large numbers of rest days owed, which they are having difficulty taking off.
- Although the force health and safety strategy has been approved, funding remains to be resolved.

6B Training and Development

Fair	Improving
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Strengths

- The force training strategy is compliant with Home Office guidance and has been approved by the training improvement board. The strategy has been circulated across the force.
- A robust, documented process has been designed and implemented to ensure compliance with best value principles.
- Agreement has now been formalised in respect of a corporate planning cycle for training. This ensures that the annual training plan is compiled in a much timelier manner than previously.
- The force has a robust improvement plan for the training function that captures all relevant improvement activities in one overarching document. It has clear milestones and timelines.
- The head of training has formal responsibility (though not management control) for all aspects of training across the force.

Areas for Improvement

- Currently, the head of training is largely responsible for monitoring the costed training plan. It is recognised locally that the training improvement board needs to be more engaged in the monitoring process. In order to achieve this, the police committee has been formally invited to sit on the board, although a named member is yet to be identified.
- The training improvement board provides the vehicle whereby a client/contractor separation is achieved, although it is felt that the working practices are in a transitional phase. Board membership is appropriate, and the board is clearly beginning to become more involved in the strategic management of training.
- QA remains a work in progress. However, a robust draft QA strategy has been designed, and work has commenced to implement it. The force is awaiting the appointment of an evaluation officer to fully progress the work. There will then be a requirement for the development of a structured implementation plan incorporating milestones.

6C Race and Diversity

Good

Strengths

- During 2004/05 19.5% of recruits were from BME groups. This was an increase of 6 points on 2003/04 and significantly above the national average of 3.9%.
- During 2004/05 the ratio of BME staff resigning to all officer resignations within the force was 1:0. This was the same as the previous year, 2003/04, and below the national average of 1:1.47. The CoLP is ranked equal first out of 37.
- During 2004/05 the difference between voluntary resignation rates of male and female officers was 1:0.5, a decrease of 45.2% on 2003/04. This compared with a national average of 1:1.41 and ranks the CoLP first out of 39.
- The force has a strong chief officer lead on diversity with the Commissioner and commander co-chairing meetings of the DAG. The ACPO team has also thrown its full support behind the recently initiated Forward Together programme.
- Under the new force structure the race and diversity unit reports directly to the commander. The force has appointed a positive action champion (chief superintendent ATPO) and a race relations champion (chief superintendent Snow Hill).
- The positive action and race relations working groups have now been combined to provide a better and more cohesive response to the DAG. Each BCU must now instigate a diversity working group sitting beneath this group, chaired by a superintendent (or equivalent), which will incorporate the BCU diversity officer and report upwards, ultimately to the DAG.
- The force has recently reappointed its independent diversity adviser and now has a flourishing 20-strong IAG with an elected executive committee. In addition to this, the force relies on the advice of various 'critical friends' including local race equality councils, the Employers' Forum and the Law Society.
- The force has a strong internal consultation group, comprising representatives of all the staff associations and self-organised support networks. Each BCU has its own diversity liaison officer who acts as a conduit for information between the BCU and the DAG and the BCU and the race and diversity unit.
- Diversity has now been made a standing item on the agendas of all meetings held within the force. A member of the police committee sits on the DAG and the IAG, as well as having regular meetings with the race and diversity unit.
- Diversity is a standing agenda item for the police committee. The committee is advised by the force diversity adviser who also attends the police committee and the complaints sub-committee. A report on progress achieved on recruitment, retention and progression is regularly made to the DAG, which meets monthly.
- The Race Equality Scheme has been re-written. It has included identified examples of best practice from other forces and the recommendations made in the Commission for Racial Equality interim report. There is an accompanying action plan.
- Robust measures have been put in place to quality assure new and revised policies including measures for extensive internal and external consultation. The Commission for Racial Equality impact assessment has been comprehensively

incorporated into the force policy writing guidance. Policy owners must conduct the impact assessment.

- The occupational health unit conducted a staff survey in 2003 and a force-wide diversity consultation was conducted using the DEM this year. From that consultation a DEM action plan emerged. In addition, a diversity questionnaire was circulated to all staff by the HR department in November of last year.
- Two different research projects have been initiated since the last baseline assessment report highlighted areas where there was an under-representation of female officers. One research project is being conducted by a detective inspector into under-representation in the SCO BCU. The second research project is being conducted by the race and diversity unit together with the women's network into under-representation in the SCO BCU, ECD and ATPO.
- Systems are now in place to monitor staff recruitment, progression and retention. Further data on the profile of the workforce is being collected via a diversity questionnaire. The force provides financial support for the Springboard programme run by the women's network (the programme is aimed at providing professional development for female members of staff). The force has paid for three members of staff to be trained as Springboard facilitators.
- The force provides finance for the Black Police Association to run the personal leadership programme.
- The force also has a first contact adviser scheme which is supported by all the staff associations and self-organised support networks.
- A number of employees are in receipt of reasonable adjustments in the workplace relating to the force's duty under the Disability Discrimination Act.
- The race and diversity unit is now being involved more proactively in criminal investigations by SIOs and Bronze Commanders in the planning stages of pre-planned operations.
- A calendar of religious festivals has been published on the force intranet and work is under way to place a calendar of all religious festivals onto Outlook for use as a reference tool when arranging meetings.
- There is a mentoring programme for teenage pupils from BME communities in local schools.
- The ECD has nominated a room within Bucklersbury House for the use of officers wishing to pray; this is available to all faiths and its use will be monitored.
- The ACPO team provides significant support for staff associations and support networks. The force provides all self-organised support groups with finance. Members of staff are actively encouraged to attend meetings and become involved in network activities.
- The force is developing 'champions' for the six strands of diversity.
- Attrition rates for officers from BME groups and female officers have been reviewed by the force, with no areas of concern identified.

Areas for Improvement

- During 2004/05 the percentage of female officers within the overall force was 18.7%. This was an increase of 0.6 points on 2003/04. This compared with a national average of 21.2% and ranks the force 39th out of 42.
- During 2004/05 the percentage of female police staff within the total number of police staff was 52.9%. This was an increase of 0.2 points on 2003/04. This compared with a national average of 62.3% and ranks the force 42nd out of 42.
- While the gay support network is being developed and utilised within the force, opportunities to use the group to build trust and confidence externally are still to be fully capitalised upon.

6D Resource Management

Good	Improved
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Strengths

- The percentage of police officers in operational posts was 89.9% for 2004/05. This was an increase of 0.8 points on 2003/04's figure. This compared with a national average of 88.2% and ranks the force 28th out of 41.
- During 2004/05 total spending per police officer was £82,681.82, which was a decrease of 0.8 points on 2003/04. The national average was £121,668.41.
- The force prepares an annual medium-term financial plan covering a three-year period; this plan is presented to the STCG and police committee, usually at their May meeting. The current plan contains a proposal to adopt a strategic planning and budget cycle, which will ensure that financial resources are allocated to force priorities.
- The plan incorporates a policy to increase the force's financial reserves; in 2005/06 these reserves will be utilised to fund pension payments.
- Following a recent restructure, the finance director now reports direct to the Commissioner and is therefore a member of the chief officer team.
- The force budget and cash limit is agreed by the police committee each January, following agreement on force priorities at the strategic seminar. Budgets are prepared in consultation with the police committee treasurer. There is a clear protocol between the force finance director and police committee treasurer, setting out their respective roles and responsibilities. The police committee has a separate treasurer and clerk.
- There was an unqualified opinion on the accounts by the district auditor and an absence of serious concerns in the management letter.
- The principle of aligning responsibility (including financial) with authority has been maintained by the devolvement of all budgets for which the Commissioner is responsible (excluding police pay and allowances, but including police overtime) to BCU commanders.
- Business managers do prepare monthly reports for their BCU commanders and budget holders, mainly covering overtime, but now increasingly covering non-staffing budgets using the new Corporation financial system. The head of financial services produces bi-monthly profiled budget monitoring reports to the force's performance monitoring and STCGs. These reports highlight variances from planned spending programmes, and surplus resources can be identified and reallocated to other priority needs. Bi-monthly reports on police overtime are also presented to these two groups, and quarterly reports are submitted to the police committee and sent to HMIC.
- Each BCU has a business manager who is qualified and/or experienced in financial management. The force has redefined the role of head of financial services to include responsibility for training and professional line management of business managers, including involvement in their recruitment and PDRs; the postholder is also now required to hold a professional accountancy qualification. Business managers are members of the BCU SMT.
- The OCB has decreed that all projects must identify costed efficiency savings as

one of their key objectives and deliverables.

- The DMS is integrated with the police personnel and training administration system. The DMS is a powerful resource management tool that works in exactly the same way if it is linked to the other modules or is used as a standalone; the main reason for linking it to the other systems is to avoid double keying of information.
- The force operated a flexible working pilot at a divisional location and as a direct result of its success has developed and published a flexible working policy and standard operating procedures which support a wide range of flexible working arrangements – part-time, job share, annualised hours etc. The force also operates informal flexitime schemes for support staff across the force and has recently given endorsement to the Corporation of London's (support staff employer) proposals to implement a formal flexitime scheme for support staff.
- The force established a resource allocation group (RAG) in 2003 under the direction of ACPO (support). The RAG makes recommendations for change to the STCG. One of the workstreams of the workforce planning project is to identify future operating procedures for the RAG. Another workstream is the establishment of a resource allocation model for the two divisions. A working group comprising the divisional commanders and staff association representatives has been established with a view to developing a resource allocation formula (RAF) for divisions. The working group is building on the RAF used by the MPS. It is intended that the RAG establishes working procedures to allocate resources to the remaining four support BCUs.
- Currently, the force has to abide by the Corporation's procurement strategy which is under review. The revised strategy will cover key areas such as e-Government targets, the Gershon efficiency review and procurement. All the above themes are linked to the Corporation's wider corporate strategy and to the force's strategy within that framework.
- The force's estate management strategy is integrated with its operational plans that contribute effectively to operational performance. The force's strategy is to locate associated operational units as close as possible to each other within the constraints of its three buildings and Corporation-approved leases and to pursue off-site storage wherever appropriate. The ECD moved to leased office accommodation in January 2005 pending a merger with the SFO to create the south-east regional fraud squad in 2007.
- The force continues to rent accommodation at Bishopsgate to the BTP with a view to improving collaborative working and there have been a number of efficiency improvements since CPS staff were first located next to the CJU at Bishopsgate.
- A number of satellite offices are being set up in buildings around the City and the force has enjoyed the hospitality of a number of City organisations in providing accommodation for special needs (eg personal safety training, conferences etc). External consultants are investigating the viability of the force's vehicle workshops being merged with the Corporation's maintenance garage at Walbrook Wharf.
- The force is supported on all estate management matters by the Corporation of London's specialist departments such as the department of technical services, the City Surveyor and the City Solicitor.
- The force is using the results of regular customer surveys to inform the re-design of its front offices and invited the Corporation's access team to prepare a report on

problems people with disabilities might encounter in the force's three main buildings so that these could be dealt with.

- The force has joined the national property services' managers benchmarking club and is using initial results to check on apparent disparities in the costs of running its three main buildings.
- The force is making good use of sponsorship opportunities.
- AA and ABC are being developed within the performance management framework and fed into Permlite.
- Permlite is a performance management tool that integrates assessment across strategic, operational and tactical levels and can be taken down to team and individual levels.
- A review of the shift pattern and cadre of custody officers is being considered within the workforce planning review.
- BCU managers have received training in resource management and efficiency planning. Managers now have a greater understanding and engagement in the financial planning process. This is helping to identify potential efficiency gains to assist the force plan.
- BCU commanders now have a greater involvement and ownership in financial management and efficiency planning following the RAF review and bids for growth. In a cash-limited budget any growth must be found from efficiency gains. The RAF review has led to consideration of further potential for civilianisation which will benefit the front-line policing measures.
- £250,000 of savings in overtime payments have been earmarked to fund a significant development in HOLMES 2 capacity.
- Greater use is now being made of diesel-powered vehicles including the use of hire cars.

Areas for Improvement

- Transport-related expenses per police officer are well above the national average. This may be explained partially by the additional costs involved in the travelling expenses necessary to pursue economic crime investigations. The need for the force to establish a formal transport strategy is highlighted by staff at divisional level who complained about their access to an appropriate range of vehicles to fulfil their duties.
- There will be significant staffing concerns in any potential planned changes to the force shift pattern. It is clear from the lessons learnt from the FCCIB project that the quality and timeliness of consultation with staff will be a critical success factor in determining the outcome of such a review. The force will need to ensure it fully embraces the change management issues within this project and engages the staff associations in full participation at the earliest opportunity.
- The force procurement and contract manager has yet to be appointed.
- The Corporation of London is allowing greater flexibility within the flexitime arrangements to suit force requirements but this is another example where terms and conditions are unique to the City of London as compared with national policing arrangements. This matter is likely to become more acute as the force quite

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properly seeks to align itself with national good practice within policing but is hampered by the restrictive terms and conditions currently imposed.

6E Science and Technology Management

Fair	Stable
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Strengths

- The force has an information management (IM) strategy based on the ACPO IM strategy. A more detailed strategy development is the responsibility of the OCB, which has commenced a process of reviewing one sixth of the strategy at each meeting.
- The force monitors its compliance with the national science and technology strategy via the police reform co-ordination group. The implementation of the force's strategy is achieved via the organisational change programme.
- The technology section has been implementing the IT infrastructure library (ITIL) over the last three years. Three SLAs are in place, for helpdesk, out-of-hours support and PNC. The helpdesk is monitored on telephony handling and incident handling. Service levels and key performance indicators are being defined across the other areas of service provision. Performance is reported bi-monthly to the PMG. User surveys have been carried out as part of the ACPO benchmarking process.
- The force was involved in the design of the ACPO benchmarking toolkit and has participated in the benchmarking exercises. As the contextual metrics show, there are no forces directly comparable with the CoLP; however, comparisons of the various styles of provision and the indicative cost information have been of value. The force also routinely uses the ITIL self-assessment service from the Office of Government Commerce, and is involved in police service ITIL groups, and the national forum.
- A technology user group is running, with bi-monthly meetings and since last year an annual IT seminar is being held for front-line staff. This year a strategic IT seminar is also planned.
- The force re-accredits itself to the community security policy regularly to maintain its criminal justice Xtranet accreditation. Penetration testing has been conducted twice in the last year, to meet accreditation requirements and to test the upgraded security zone.
- The force is also subject to audit from the Corporation, and has undergone two security audits in the last year. The action plans from these are being worked through in priority order.
- It is intended that all projects are subject to a post-implementation review. All new projects are subject to a benefits analysis before initiation, and the head of strategic planning is the force benefits realisation manager.
- The force has developed a business continuity plan. An IT business continuity plan exists and is updated yearly. However, pressure on accommodation space for technology has generated a concentration of technology resources within Wood St, and future objectives are to achieve a more even split of IT resources between Wood St and Bishopsgate, which should be possible when the clothing stores move out of Bishopsgate.
- The IMPACT project is being progressed by the force to meet operational needs.

Areas for Improvement

- The force infrastructure is based on duplicated 155Mb/sec or 100Mb/sec links between key buildings, with a fully duplicated core network in each building. The policy is to achieve resilience by having key systems split across buildings, but a combination of standard system delivery by PITO (Police Information Technology Organisation)-led projects, and lack of space and cooling have frustrated this, leading to an over-concentration of resources in Wood St. A number of power failures have demonstrated this weakness. This is recognised by the force and work is planned over the next two years to rectify this.
- Although the force has a clearly defined and consistently applied approach to programme and project management, it needs to find a more effective way to shift and manage resources to facilitate change. Professional expertise within the corporate projects office provides project management and support but would not appear to be adequately resourced in change management capacity and expertise.
- Although the force now has a Windows-based network platform there are integration problems because monolithic national applications do not communicate and integrate with each other. Although this is a national problem the force is designing its own systems to put these together. At present staff have to key entries into four or five different systems to fully search on individuals.
- The force INTEGRA crime system is not user-friendly and does not facilitate easy data sharing.
- The DMS has not been successfully implemented and staff are frustrated that they have had to return to working with paper-based records, with major backlogs and an inability to search computer records. Inspectors expressed concerns at the continued problems relating to the DMS and the force's handling of this issue. They were also critical of restrictions imposed on access levels to data, which appear too proscriptive to allow the completion of their task. In light of some of these concerns, the force may wish to review the effectiveness of its IT user group.
- Although the force is represented on the MPS C3i project board and keeps a watching brief on developments, it is not keeping up with wider developments within the MPS such as mobile data terminals. As the MPS handles all the City of London 999 calls it may be necessary to review the need for such equipment.
- There has been a freeze on expansion of civilian staff numbers over the last three years. To attempt to meet the needs of a rapidly growing infrastructure and system suite, posts have been transferred from development roles to support roles over the last year and a half. Temporary staff are also used to bolster the helpdesk function beyond the permanent complement, to relieve some of the pressure on permanent staff. In view of the demands on force budgets and the need to fund other government initiatives, such as PCSOs, it is unlikely that this situation will change in the foreseeable future. To achieve and maintain an appropriately skilled workforce, most posts within technology are on a career scale system, where individuals progress up the scale more rapidly than in normal support staff grades, dependent on achieving externally certified qualifications and appropriate experience. Market forces supplements are also used to ensure reasonable parity with external employers. A training company, i-2-k, has been employed to assist with defining and implementing the associated training plans and fitting training to individuals' learning styles.

6F National Intelligence Model

Good

Stable

Strengths

- The force strategic assessment is produced every six months and aligned with the planning processes of the force, together with the tactical assessment and people and problem profiles, identifying criminal networks impacting upon the City. When preparing the strategic assessment, a wide variety of information is considered and whether or not this has an impact on the City; this includes the national strategic assessment and UK threat assessment. One of the guidance documents is the City environmental scanning report, produced on a regular basis and covering a wide variety of issues including those of a local, regional, national and international nature.
- The CoLP uses an intelligence system, INTEGRA (which is conjoined with crime recording), to which all areas of the force are encouraged to contribute. A recent programme to increase the use of INTEGRA over the past two years has been significant in the amount of intelligence processed. The MPS' CRIMINT intelligence system can now also be accessed direct (and likewise the MPS can access the CoLP's force intelligence system).
- The CoLP has analysts dedicated to each of the force priorities as well as a strategic analyst who is responsible for the production of the force strategic and tactical assessments. In addition, each of the BCUs has an analyst to deal with local level 1 issues. A new head of profession position has been created to satisfy the requirements of the NIM. Owing to the unique terrorist threat against the City of London, the CoLP SB also has its own analyst who provides security assessments and overviews after consultation with the MPS SB and the security services.
- The assistant commissioner is the force lead for the implementation of the NIM. The head of SCO and the director of intelligence oversee practicalities of the implementation process. The strategic and tactical assessments are circulated to all key stakeholders and made available to all members of the force via the intranet.
- The force created an NIM-awareness team, supplemented by an NIM training video, which has been requested by other forces for their own training programmes. It is likely to be adopted nationally.
- A force action plan was published to meet the requirements set out by the NIM minimum standards published by ACPO in 2003. The action plan is based on these standards and championed by the head of SCO and the previous director of intelligence. The force is now in the process of assessing its compliance with the latest NIM standards published in November 2004.
- Strategic assessments are completed every six months (to sit within the planning cycle) by the senior analyst within the FIB. They are based on intelligence from around the force and supplemented by the work of divisional intelligence units, where appropriate. As the force is small in size geographically, it has been agreed with the NIM implementation team that one strategic assessment for the force is sufficient. This process underpins the force's control strategy and, with the tactical assessment, drives the FTCCG, which allocates resources based on these priorities.
- The FIB and SB are both under the direct supervision of SCO, thus ensuring their work is complementary, to avoid either causing unnecessary duplication or leaving

intelligence gaps unfilled. Both the detective inspector FIB and the DCI SB brief the director of intelligence personally on a weekly basis.

- All analysts are trained to national standards and supported by a senior analyst, head of profession. The FIB is supported by divisional intelligence units that feed intelligence into the BCU tasking process as well as the FIB, which can in turn request specific intelligence from the FIB to support BCU operations. The FIB also feeds intelligence products such as problem/people profiles into the FTCG directly or on some occasions, where appropriate, direct to the BCU concerned. In addition, the ECD BCU has its own intelligence function which complements the FIB.
- The FIB liaises on a weekly basis with all surrounding MPS boroughs and the intelligence units from the Guardian forces. The FIB retains its own proactive intelligence-gathering function of field intelligence officers who also service the needs of individual BCUs when necessary.
- The FIB is responsible for the management and dissemination of all level 2 and 3 intelligence and each of the four force priority areas is serviced by a dedicated desk supported by a police officer, analyst, and researcher. The exception to this is the SB analyst who reports to the head of SB, a DCI; however, intelligence products from the SB are suitably sanitised and disseminated to the FIB as appropriate.
- The FIB also has a dedicated single point of contact structure for the telecommunications industry. The control of the technical support unit rests with the SCO BCU.
- The FTCG is based on NIM standards and is driven by the strategic assessment when making decisions regarding the allocation of resources. BCU tasking groups are complementary to this process and run in tandem with the force process every fortnight. Tactical assessments, based on the overall strategic assessment, are created monthly by the FIB and circulated across the whole force. The FIB produces specific problem and people profiles based on this process and the intelligence needs identified. These are disseminated either via the respective FIB desks or, more commonly, via the FTCG.
- A new system of electronic briefing (Intellinet) has been introduced across the force in support of the NBM. Key partners receive formal briefings from the force in a number of different formats, eg Project Griffin briefings to City businesses and the Corporation of London receives bulletins from the FIB and sanitised reports from the SB. There are, however, many other examples of intelligence-sharing between key partners, mostly led by the FIB.
- Decision-making regarding the use of finite resources to address significant economic crime is appropriately prioritised through NIM tasking and co-ordination.

Areas for Improvement

- There has been a sustained increase over the past few years in the use of the intelligence system, evidenced by the volume and quality of briefings, together with the number of problem and people profiles generated but operational supervisors identify further significant opportunities to maximise the use of the force's intelligence system.
- Operational staff are satisfied with the force's approach to briefings using the NBM. However, the briefings provided by the SB could be more impactful, with more

information provided about the tasks required to be undertaken.

7 Leadership and Direction

The force has benefited from a significant period of continuity within the ACPO team. There is strong leadership focusing on targets, with positive outcomes. There is a strong strategic planning and performance management framework linking the National Policing Plan with force and local plans. The Commissioner has successfully aligned the shape and functions of the force to reflect the needs of the City community, resulting in the creation of six command units.

7A Leadership

Good

Strengths

- There is stability and continuity within the chief officer team. The transfer of portfolios between ACPO (support) and ACPO (operations) in September 2003 continues to prove successful and has enhanced continuity and resilience in the longer term. A further adjustment to the span of command of ACPO (support) and DoCS has facilitated a stronger focus on support functions. The ACPO team members have now all been in post for the minimum of three years and are all supportive of the transfer in portfolios. There are no significant changes to the chief officer team expected within the next 12 months.
- The ACPO team has a strong balance of operational and professional skills. Each ACPO team member has an up-to-date, detailed PDR, completed in accordance with national guidelines. Additionally, the ACPO team has forged extensive links with key City partners and institutions.
- At least one strategic seminar is held each year where the ACPO team, police committee and senior management undertake 'blue sky' thinking. Additionally, ACPO officers and DoCS meets weekly in a Diamond group to review and scan issues. Formal environmental scanning information is provided to the ACPO team on a monthly basis.
- The Commissioner headed two major external investigations in the last year and is a delegate of the National Executive Institute of the FBI and Cabinet Office top management programme.
- The assistant commissioner previously served as assistant chief constable in Kent for five years and is qualified as an ACPO firearms-accredited, police support unit Gold Commander and is possibly the most senior chemical, biological, radiological and nuclear-trained ACPO officer in London. He recently attended the Henley Management College management programme and played a key role in Operation Atlantic Blue (restricted security operation). The commander has taken part in the Developing Top Management course and Getting the Best Leaders to Take on the Most Demanding Challenges seminar. The commander is also a High Potential Development Scheme assessor.
- During the summer of 2002 the Commissioner published a brochure setting out the force's mission statement, together with the principles and values all officers are encouraged and expected to live by when serving the public and working with each other. These are all published in every force strategic document. This 'signing up for change' document sets out the Commissioner's personal commitment and in it he undertakes to lead by example. This statement of values is repeated in a range of other publications, including posters, and is reprinted as standard on the back of

every business card.

- A leadership seminar for all sergeants and inspectors was run during February 2005, and is personally designed, driven and attended by the ACPO team. All ACPO officers routinely patrol on foot, bicycle and horseback, carry out focus groups and generally interact with all levels of the force on a regular basis.
- The Review of Shape and Functions 2002/03 ensured that the business areas of the force were aligned to deliver its strategic aims in a corporate, cohesive and co-ordinated manner. From January 2005, the structure has been refined further through splitting corporate support functions between ACPO (support) and the DoCS. A cross-functional approach to force committees resulted in fewer, more focused, meetings, with corporacy assured by each of the BCU commanders leading on a functional area.
- The commander is the force diversity champion and co-chairs the DAG with the Commissioner, updating senior managers at the STCG. He holds a weekly meeting with the force diversity adviser. Recruitment and representation is a standing agenda item at the DAG. The commander also heads HR and professional standards functions.
- There is an excellent constructive relationship with the police committee. Police committee members attend and take part in BCU inspections, the strategic seminar, the income generation board and BVRs.
- The Commissioner personally conducts a programme of routine visits around the force associated with feedback letters to section heads. There are open forums for special priority payments and bonus payments.
- The SIO praised ACPO for its out-of-hours, early attendance at briefings and debriefings and for the considerable support it provided to recent major investigations (Operations Alcombury and Magnesium).
- The force's mission and values statement reinforces ACPO's desire that CoLP staff should feel empowered to influence and change the direction of the force. The staff suggestions scheme is an excellent vehicle for facilitating this.
- Representatives from around the force are invited to attend the PMG to ensure that the group is promoted within the force. The internal committee structure established during 2004 has effectively empowered all ranks and grades to make decisions throughout the force, helping to promote personal responsibility and leadership at every level. In addition, the commander meets all probationers during their first two years in service, and meets and greets all new joiners and transferees. He also provides an opportunity for leavers to meet with him to discuss their career move and thank them for their service.
- ACPO actively influences staff morale in many areas. For example, in recognition of the force's achievements in performance, the Commissioner granted one extra day's leave to all ranks. Additionally, ACPO has provided personal support for staff-led social initiatives, such as the Child Victims of Crime dinner and the 2004 detectives' dinner dance awards, both of which attracted widespread support from community partners and sponsors. These high-profile events were solely organised by staff members and attracted considerable media coverage.
- The PMG, chaired by ACPO (operations), monitors corporate health and professional standards issues in depth, including analysis and identification of

trends, and takes appropriate action as necessary.

- External and internal campaigns are evaluated prior to implementation and tested against the force priorities. Communications channels are selected and evaluated to address the requirements of stakeholders; messages are tested and developed to convey information in a clear and straightforward manner. Campaigns utilise multiple channels to ensure consistency and coverage of messages across all stakeholder groups.
- The CoLP has enjoyed an enormous amount of positive media exposure over the past year, and has exploited every opportunity to promote the organisation and its work. Examples include interviews and press releases by ACPO on subjects such as: counter-terrorism and Project Griffin (*Mail On Sunday*, 29 August 2004); investigations into race-fixing (*The Times*, 2 September 2004); and credit card security (*Evening Standard*, 23 September 2004). Additionally, the force (and especially ACPO) played an intrinsic role in the development and launch of the MI5 website during 2004.
- The ACPO team is highly visible within the force and operational staff recognise the profile created by chief officers with the media to build trust and confidence in the CoLP.
- In addition to their regular, professional commitments, ACPO team members devote a significant proportion of their own time to actively market the force, giving speeches and presentations to disparate groups across London, the UK and overseas.
- There are Commissioner's and commander's awards for officers, support staff and members of the public, alongside BCU merit certificates. All nominations are made through BCU commanders following initial reports by sergeants/inspectors. A commendation panel chaired by the commander, and including a Federation representative and a BCU head reviews all nominations.
- Morale among front-line staff is generally high, with the exception of staff within the force support group.
- Staff are proud to work for the organisation which they take great pride in and overall morale was described by staff as high.
- Chief officers have sought 360-degree feedback in their appraisal process and staff are aware of their individual personal objectives.

Areas for Improvement

- Consultation at a strategic level has developed during the last two years following the commitment of senior managers and, in particular, the appointment of the HR manager. However, consultation is less well developed at a local level, where staff representatives consider greater communication could help to resolve many local issues.
- Morale among the staff earmarked for the FCCIB and some staff within the CJU is low. Staff consider there is a greater need for clearer negotiation and consultation within change management projects.

7B Strategic Management

Good

Improved

Strengths

- In common with every police force, the CoLP has to produce three strategic plans: annual, best value performance and three-year strategic. From April 2005, it is intended to produce a single plan incorporating the requirements of all three. This will improve consistency of message, providing a single point of reference; everything will be updated at the same time (after the publication of each National Policing Plan) and it will reduce unnecessary duplication of text and reduce bureaucracy.
- The force's vision for the City is echoed in other agencies' publications, such as the CDRP's strategy and the Corporation's community strategy. In addition to publication on the internet, a summary document, expressing vision and priorities, is distributed to every City residential address and business ratepayer, with a pre-paid reply slip for feedback. From replies received, there is overwhelming support for the force's vision of policing in the City.
- A published planning cycle was approved by the police committee during 2004. It is being revisited during 2005 as part of the review of performance management, to include outputs as well as inputs. The corporate planning officer advises the force and committee on ensuring that planning cycles are integrated and success is ultimately evidenced by the fact that independent auditors have deemed the force to be fully compliant with all its planning obligations. Workstreams are co-ordinated centrally by the OCB, which tasks the force's dedicated corporate projects unit, staffed by experienced project managers and support staff.
- Each October, the force conducts a three-week AA data capture exercise to support ABC. The 2004 exercise was a success, with an excellent return and data being fed into B-Plan software at the time of reporting. The CoLP is presently involved in a joint project with Humberside Police and Unisys to provide a 'proof of concept' for police demand/supply planning. This pioneering work is seeking to enable police forces to forecast demand and better inform the allocation of resources.
- The corporate and strategic support services have been fully integrated into the NIM process. Both are represented at the FTCCG. Various strategic planning processes feed into the NIM to inform the strategic assessment: planning considerations, results of scanning and results of AA/ABC. The control strategy sets force priorities, which are reflected in all strategic plans.
- The commander chairs the PRCG which co-ordinates the police reform agenda and which reports to the OCB and STCCG. The police committee is represented on the PRCG by the clerk to the committee. To facilitate the modernisation programme, the force revised its change management approach by adopting the Hays Change Management Model, and setting up the OCB and a system of programme and project management. A policy-tracking database keeps track of progress in each reform area.
- The workforce planning project is making use of AA and other data to examine large-scale changes in order to better map existing resources to demands, with a view to maximising efficiency and supporting force priorities. The police committee plays an integral role in assessing force performance, results of consultation,

planning and setting priorities.

- The corporate communications group is integrated into the management structure of the force, attending all key meetings including OCB, FTCCG, PMG and STCG. Internal and external communications strategies are developed in conjunction with force priorities and with reference to the operational and strategic objectives identified by this management group.
- Development of internal and external campaigns has benefited from consultation and feedback from staff, notably the development and re-design of the force intranet and the force magazine. External campaigns including the Christmas public safety campaign have also benefited from staff involvement at the planning and execution stages. All communication channels are evaluated in relation to campaign activity.
- The force scanning officer provides an ACPO scanning brief, which is now viewed as one of the best available and is being used by other forces. The brief is also sent to police committee members. Internally, a scanning group comprising members from around the force informs the process. Externally, the CoLP hosts a UK-wide police scanning forum. The force is continuing to develop its own risk management process linked to strategic planning, inspection and review.
- The ACPO lead for reducing bureaucracy is the commander. Reducing bureaucracy is managed by the PRCG. All new policies and procedures are risk-managed to ensure they do not duplicate processes or introduce unnecessary bureaucratic burdens.
- The Commissioner led the force Review of Shape and Functions which resulted in a systematic approach to matching resource allocation with force priorities and targets. This work created the ECD and ensured effectiveness and efficiency for the force. The existence of the ECD facilitated the opportunity to develop a national lead on economic crime, much-needed at a time when other forces were having to reduce their capacity.
- The police committee recognises the importance of continuity at ACPO level and thus has made its own succession planning arrangements regarding the chair of the committee.
- In order to identify further areas for development and as part of its commitment to continuous improvement, the force has employed a consultant to process-map a number of key business processes.

Areas for Improvement

- Some significant cultural issues require to be addressed in order for change to be introduced successfully.
- There is a need to support and train chief superintendents and other senior managers to equip them to deal effectively with change management.
- If the force is to enjoy earned autonomy and light-touch inspection, there is a need for future self-assessment to include clear areas for improvement as well as its strengths.

7C Performance Management and Continuous Improvement

Good	Improved
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Strengths

- ACPO (operations) chairs the PMG every two months. The agenda includes discussion of performance against force plans and PPAF, survey results, HR issues (including PDR, sickness and recruitment), overtime and finance, PNC, reward and recognition.
- ACPO (operations) also chairs a fortnightly crime performance meeting, attended by BCU commanders, the FIB and the MIU. This takes place directly before the FTCTG so that any performance issues identified can be addressed immediately in terms of force tasking and resource allocation.
- The CoLP is not in an MSF group, but the MIU and BCU administrative units monitor iQuanta in respect of BCU positions in family for detections. iQuanta's use of residential population as a denominator means iQuanta is of limited value in respect of crime data comparisons.
- The Permslite development database has been used to identify basic levels of productivity across the force. The assistant commissioner has used this data to identify a number of top performers on the divisions and facilitated a meeting with them to discuss, among other things, their motivation, demotivators and the planned introduction of PPIs. The intention is to set PPIs for all staff and use Permslite as a tool to monitor individual and team progress.
- The control strategy is set after publication of the strategic assessment, which is prepared every six months to integrate with the planning cycle. The control strategy is then included in every strategic publication (for consistency) and drives performance objectives. A report was prepared for the police committee, demonstrating the links within the planning cycle between corporate planning, budgetary control and resource management.
- The PMG takes immediate remedial action to address underperformance, tasking BCU commanders to take a lead in solving problems. ACPO (operations) chairs both the PMG and FTCTG and so can make links between performance and the allocation of resources to deal with problems.
- Each officer and member of staff has a personal development plan with objectives that impact on performance and activity. However, the main drivers for performance are BCU/force objectives and targets. The setting of PPIs will also feature in individuals' PDRs.
- Targets have been set to increase the amount of time officers spend on front-line policing duties, to support government targets in this area. AA and ABC information, together with other performance information, is used to ensure that these targets are met and to assist in the deployment of resources.
- The strategic planning function supports DoCS and ACPO with inspection of performance around the force. The head of strategic planning identifies areas of concern which are then reported directly to ACPO/DoCS or taken to the PMG for action. Quarterly reports are given to the police committee regarding progress with performance against plans. HMIC/auditor recommendations are monitored and

driven by strategic planning, and are reported in annual plans. Additionally, areas identified for improvement, both by HMIC and the force itself, will be incorporated in a single action plan and combined with the police reform programme. The plan will be driven by the commander through the PRCG.

- The CoLP has embraced the baseline assessment process as a means of identifying good practice and areas for further improvement, which can then form the basis of local action plans.
- The force has a thriving staff suggestion scheme which is publicised on Citynet. Implemented suggestions attract cash rewards. Commendations and merit certificates are given out for recognised good performance.
- The force provides sponsorship to individuals to attend courses to support personal development, benefiting both the individual and the organisation.
- The force has engaged external consultants to conduct liP audits to support the force's application for liP status. The first stage has been completed, with the resultant report being actioned by the force to advance the process further.
- The development of PPIs for officers and support staff which will appear in PDRs will be a key driver of performance activity. Thereafter, local management meetings will review performance and report to the force's PMG.
- Police committee members are briefed on both NCRS and performance issues.
- The cost and efficiency of undertaking BVRs has been significantly improved with the introduction of a centrally-based project team which has enabled expertise to develop.
- BVRs are, wherever possible, fully costed. The form of best value improvement plan latterly adopted by the force is probably one of the most comprehensive in the country, and has been described as representing best practice by HMIC (Personnel and Training). It clearly delineates the costs and any attributable savings of recommendations made in relation to BVRs, including any efficiency gains and business benefits arising, and the links with key force and national priorities.
- The force has undertaken major cross-cutting reviews of three of its four key strategic priorities, as well as a number of other cross-cutting reviews. The rationale behind this is that it is in these key areas that the most significant improvements can be achieved for the force. For the same reason, the force has avoided the *de minimis* approach adopted by some other forces. A review of the fourth priority, economic crime, has been deferred pending the strategic alliance with the SFO.
- The challenge inherent in the dual role held by the head of the MIU has been addressed following the last baseline assessment through the provision of additional staff within that department.
- There is a general feeling among front-line staff of a culture of continuous improvement, with examples of the use of debriefs, feedback loops and involvement in staff surveys being quoted.

Areas for Improvement

- Some responses to baseline assessment do not appear to have been pursued with the expected rigour. The force may need a more robust internal monitoring system and inspection programme.
- While the force demonstrates a clear commitment to continuous improvement in many of its systems and processes, if it is to enjoy earned autonomy and light-touch inspection it must demonstrate that it is capable of more accurate self-assessment identifying both strengths and areas for improvement.

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Appendix 1: Performance Tables

1A: Fairness and Equality					
Indicator	2003/04	2004/05	Change	National Ave 2004/05	National Rank 2004/05
% of victims of racist incidents very/completely satisfied with respect to the overall service provided (SPI 3a)	N/A	62.5%	N/A	48.6%	6 out of 37
% of victims of racist incidents satisfied with respect to the overall service provided (SPI 3a)	N/A	75.0%	N/A	71.5%	12 out of 37
% of white users very/completely satisfied with respect to the overall service provided (SPI 3b)	N/A	67.8%	N/A	56.8%	2 out of 37
% of users from BME groups very/completely satisfied with respect to the overall service provided (SPI 3b)	N/A	54.4%	N/A	44.1%	9 out of 37
Difference between very/completely satisfied rates (SPI 3b)	N/A	13.3 pts	N/A	12.7 pts	N/A
% of white users satisfied with respect to the overall service provided (SPI 3b)	N/A	80.3%	N/A	78.0%	13 out of 37
% of users from BME groups satisfied with respect to the overall service provided (SPI 3b)	N/A	72.2%	N/A	71.2%	23 out of 37
Difference between satisfied rates (SPI 3b)	N/A	8.04 pts	N/A	6.8 pts	N/A
% of PACE stop/searches of white persons which lead to arrest (SPI 3c)	*	*	*	*	*
% of PACE stop/searches of persons from BME groups which lead to arrest (SPI 3c)	*	*	*	*	*
Difference between PACE arrest rates (SPI 3c)	*	*	*	*	*
% detected violence against the person offences for victims from BME groups (SPI 3d)	N/A	37.8%	N/A	24.7%	13 out of 34
% detected violence against the person offences for White victims (SPI 3d)	N/A	42.0%	N/A	34.6%	15 out of 34
Difference in violence against the person detection rates. (SPI 3d)	N/A	4.152 pts	N/A	9.9 pts	N/A
Difference between PACE stop/searches per 1,000 white and per BME population	*	*	*	*	*
Racially or religiously aggravated offences per 1000 population	N/A	N/A	N/A	0.70	N/A
% detected racially or religiously aggravated offences	58.3%	68.8%	10.4 Pts	36.4%	1 out of 43

1B: Neighbourhood Policing and Community Engagement					
Indicator	2003/04	2004/05	Change	National Ave 2004/05	National Rank 2004/05
% of people who think that their local police do a good job (SPI 2a)	N/A	*	N/A	48.6%	*

* This data was not available at time of publication

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1C: Customer Service and Accessibility					
Indicator	2003/04	2004/05	Change	National Ave 200405	National Rank 2004/05
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to making contact with the police (SPI 1a)	N/A	77.6%	N/A	65.9%	4 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to action taken by the police (SPI 1b)	N/A	64.9%	N/A	54.9%	5 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to being kept informed of progress (SPI 1c)	N/A	44.1%	N/A	38.8%	9 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to their treatment by staff (SPI 1d)	N/A	76.2%	N/A	69.5%	8 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to the overall service provided (SPI 1e)	N/A	64.0%	N/A	55.6%	6 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to making contact with the police (SPI 1a)	N/A	89.1%	N/A	87.8%	17 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to action taken by the police (SPI 1b)	N/A	80.5%	N/A	75.4%	11 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to being kept informed of progress (SPI 1c)	N/A	61.3%	N/A	58.5%	14 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to their treatment by staff (SPI 1d)	N/A	89.5%	N/A	87.8%	16 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to the overall service provided (SPI 1e)	N/A	78.0%	N/A	77.3%	21 out of 37
% of people who think that their local police do good job (SPI 2a)	N/A	*	N/A	48.6%	*
% of victims of racist incidents very/completely satisfied with respect to the overall service provided (SPI 3a)	N/A	62.5%	N/A	48.6%	6 out of 37
% of victims of racist incidents satisfied with respect to the overall service provided (SPI 3a)	N/A	75.0%	N/A	71.5%	12 out of 37
% of PA buildings open to the public which are suitable for and accessible to disabled people	100.0%	100.0%	0 Pts	76.9%	1= out of 38

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2A: Reducing Hate Crime and Crimes Against Vulnerable Victims					
Indicator	2003/04	2004/05	Change	National Ave 200405	National Rank 2004/05
% of domestic violence incidents with a power of arrest where an arrest was made related to the incident (SPI 8a)	61.9%	48.9%	-13 Pts	55.7%	24 out of 28
% of partner-on-partner violence (SPI 8b)	84.6%	65.2%	-19.4 Pts	74.1%	-
Racially or religiously aggravated offences per 1000 population	N/A	N/A	N/A	0.70	N/A
% detected racially or religiously aggravated offences	58.3%	68.8%	10.4 Pts	36.4%	1 out of 43

2B: Volume Crime Reduction					
Indicator	2003/04	2004/05	Change	National Ave 200405	National Rank 2004/05
% risk of an adult being a victim once or more in the previous 12 months of a personal crime (excluding sexual offences) (SPI 4a)	*	*	*	5.3%	*
% risk of a household being victim once or more in the previous 12 months of a household crime (SPI 4b)	*	*	*	17.9%	*
Domestic Burglary per 1,000 households (SPI 5a)	7.47	7.69	N/A	14.40	7 out of 43
Violent crime per 1,000 population (SPI 5b)	N/A	N/A	N/A	22.44	N/A
Robberies per 1,000 population (SPI 5c)	N/A	N/A	N/A	1.68	N/A
Vehicle crime per 1,000 population (SPI 5d)	N/A	N/A	N/A	13.99	N/A
Life threatening crime and gun crime per 1,000 population (SPI 5e)	N/A	N/A	N/A	0.61	N/A
Total recorded crime per 1000 population	N/A	N/A	N/A	105.37	N/A
Violent Crime committed by a stranger per 1,000 population	N/A	N/A	N/A	9.87	N/A
Violent Crime committed in a public place per 1,000 population	N/A	N/A	N/A	13.86	N/A
Violent Crime committed under the influence of intoxicating substances per 1,000 population	N/A	N/A	N/A	4.16	N/A
Violent crime committed in connection with licensed premises per 1,000 population	N/A	N/A	N/A	1.44	N/A
% of domestic burglaries where the property has been burgled in the previous 12 months	*	8.8%	*	8.3%	27 out of 37

* This data was not available at time of publication

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2C: Working with Partners to Reduce Crime					
Indicator	2003/04	2004/05	Change	National Ave 2004/05	National Rank 2004/05
% risk of an adult being a victim once or more in the previous 12 months of a personal crime (excluding sexual offences) (SPI 4a)	*	*	*	5.3%	*
% risk of a household being victim once or more in the previous 12 months of a household crime (SPI 4b)	*	*	*	17.9%	*
Domestic Burglary per 1,000 households (SPI 5a)	7.47	7.69	3 %	14.40	7 out of 43
Violent crime per 1,000 population (SPI 5b)	N/A	N/A	N/A	22.44	N/A
Robberies per 1,000 population (SPI 5c)	N/A	N/A	N/A	1.68	N/A
Vehicle crime per 1,000 population (SPI 5d)	N/A	N/A	N/A	13.99	N/A
Life threatening crime and gun crime per 1,000 population (SPI 5e)	N/A	N/A	N/A	0.61	N/A
Total recorded crime per 1000 population	N/A	N/A	N/A	105.37	N/A

3A: Investigating Major and Serious Crime					
Indicator	2003/04	2004/05	Change	National Ave 2004/05	National Rank 2004/05
Life threatening crime and gun crime per 1,000 population (SPI 5e)	N/A	N/A	N/A	0.61	N/A
Number of abductions per 10,000 population	N/A	N/A	N/A	0.016	N/A
% of abduction crimes detected	0.0%	0.0%	0 %	34.9%	15= out of 43
Number of attempted murders per 10,000 population	N/A	N/A	N/A	0.14	N/A
% of attempted murder crimes detected	0.0%	0.0%	0 %	72.7%	42= out of 43
Number of blackmail per 10,000 population	N/A	N/A	N/A	0.28	N/A
% of blackmail crimes detected	0.0%	100.0%	N/A	26.2%	1 out of 43
Number of kidnappings per 10,000 population	N/A	N/A	N/A	0.53	N/A
% of kidnapping crimes detected	0.0%	33.3%	N/A	44.3%	35 out of 43
Number of manslaughter per 10,000 population	N/A	N/A	N/A	0.025	N/A
% of manslaughter crimes detected	0.0%	0.0%	0 %	119.2%	33= out of 43
Number of murders per 10,000 population	N/A	N/A	N/A	0.138	N/A
% of murder crimes detected	100.0%	0.0%	-100 Pts	94.5%	42= out of 43
Number of rapes per 10,000 population	N/A	N/A	N/A	2.65	N/A
% of rape crimes detected	0.0%	0.0%	0 %	29.5%	43 out of 43

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3B: Tackling Level 2 Criminality					
Indicator	2003/04	2004/05	Change	National Ave 2004/05	National Rank 2004/05
Violent crime per 1,000 population (SPI 5b)	N/A	N/A	N/A	22.44	N/A
Life threatening crime and gun crime per 1,000 population (SPI 5e)	N/A	N/A	N/A	0.61	N/A
Number of Class A drug supply offences brought to justice per 10,000 population (SPI 6c)	*	*	N/A	0.25	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to cocaine (SPI 6c)	*	*	*	21.9%	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to heroin (SPI 6c)	*	*	*	43.7%	N/A
Number of joint operations between the force and NCS	*	*	*	3.94	N/A
Number of joint operations between the force and Revenue and Customs	2	*	*	6.78	N/A
No. of confiscation orders	12	7	-41.7 %	43.16	N/A
Total value of confiscation orders	£1,324,220	£2,016,421	52.3 %	£1,179,340	N/A
No. of forfeiture orders	0	2	*	18.21	N/A
Forfeiture value	£0	£13,856	*	£79,822	N/A
Trafficking in controlled drugs per 1000 population	N/A	N/A	N/A	0.45	N/A
% detected trafficking in controlled drugs offences	81.6%	88.1%	6.5 Pts	91.7%	30 out of 43

3C: Investigating Hate Crime and Crime Against Vulnerable Victims					
Indicator	2003/04	2004/05	Change	National Ave 2004/05	National Rank 2004/05
% of domestic violence incidents with a power of arrest where an arrest was made related to the incident (SPI 8a)	61.9%	48.9%	-13 Pts	55.7%	24 out of 28
% of partner-on-partner violence (SPI 8b)	84.6%	65.2%	-19.4 Pts	74.1%	*
Racially or religiously aggravated offences per 1000 population	N/A	N/A	N/A	0.7	N/A
% detected racially or religiously aggravated offences	58.3%	68.8%	10.4 Pts	36.4%	1 out of 43

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3D: Volume Crime Investigation					
Indicator	2003/04	2004/05	Change	National Ave 2004/05	National Rank 2004/05
% detected of vehicle crimes (SPI 7e)	23.5%	13.8%	-9.7 Pts	10.1%	13 out of 43
% detected of violent crime (SPI 7c)	52.0%	61.4%	9.4 Pts	49.5%	14 out of 43
% detected of domestic burglaries (SPI 7b)	12.1%	14.7%	2.6 Pts	15.9%	29 out of 43
% detected of robberies (SPI 7d)	14.0%	28.6%	14.6 Pts	19.9%	17 out of 43
% of notifiable/recorded offences resulting in a charge, summons, caution or taken into consideration at court (SPI 7a)	29.7%	32.9%	3.2 Pts	21.4%	2 out of 43
% total crime detected	33.0%	35.8%	2.8 Pts	25.7%	4 out of 43
% sanction detected of vehicle crimes	22.3%	12.6%	-9.7 Pts	9.3%	15 out of 43
% sanction detected of violent crime	37.2%	47.4%	10.1 Pts	34.3%	5 out of 43
% sanction detected of domestic burglaries	12.1%	8.8%	-3.3 Pts	14.3%	42 out of 43
% sanction detected of robberies	14.0%	28.6%	14.6 Pts	17.2%	12= out of 43
% detected racially or religiously aggravated offences	58.3%	68.8%	10.4 Pts	36.4%	1 out of 43
Number of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court (SPI 6a)	*	*	*	27381	N/A
% of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court (SPI 6b)	*	*	*	20.7%	*
Number of Class A drug supply offences brought to justice per 10,000 population (SPI 6c)	*	*	*	0.25	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to cocaine (SPI 6c)	*	*	*	21.9%	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to heroin (SPI 6c)	*	*	*	43.7%	N/A

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E: Forensic Management					
Indicator	2003/04	2004/05	Change	National Ave 200405	National Rank 2004/05
Burglary Dwelling - % scenes examined	N/A	N/A	N/A	85.4%	N/A
Theft of motor vehicle (MV) - % scenes examined	N/A	N/A	N/A	40.1%	N/A
% fingerprint recovery from burglary dwelling scenes examined	N/A	N/A	N/A	32.1%	N/A
% fingerprint recovery from theft of MV scenes examined	N/A	N/A	N/A	48.9%	N/A
% DNA recovery from burglary scenes examined	N/A	N/A	N/A	8.2%	N/A
% DNA recovery from theft of MV scenes examined	N/A	N/A	N/A	20.1%	N/A
% fingerprint idents from recovery at burglary dwelling scenes	N/A	N/A	N/A	16.8%	N/A
% DNA matches from recovery at burglary dwelling scenes	N/A	N/A	N/A	35.5%	N/A
% DNA matches from recovery at theft of MV scenes	N/A	N/A	N/A	38.3%	N/A
% fingerprint idents from recovery at theft of MV scenes	N/A	N/A	N/A	27.9%	N/A
% conversion of fingerprint idents to primary detections	N/A	N/A	N/A	45.3%	N/A
% conversion of fingerprint idents to total detections (incl. secondary)	N/A	N/A	N/A	82.5%	N/A
% DNA primary detections per match	N/A	N/A	N/A	49.5%	N/A
% DNA total detections per match (incl. secondary)	N/A	N/A	N/A	88.7%	N/A

3F: Criminal Justice Processes					
Indicator	2003/04	2004/05	Change	National Ave 200405	National Rank 2004/05
Number of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court (SPI 6a)	*	*	N/A	27380.9	N/A
% of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court (SPI 6b)	*	*	N/A	20.7%	N/A
% of arrest summons entered onto the PNC in one day (target 90%)	94.4%	85.4%	-9 Pts	82.0%	14 out of 43
% of court results entered onto the PNC in 10 days	42.2%	64.5%	22.3 Pts	54.5%	17 out of 43
Number of sanction detections	2,749	2,859	N/A	27,659.4	N/A
PYO's arrest to sentence within 71 day target (from COMPASS)	*	*	*	*	*
Prosecution Team performance measurement - using COMPASS data	*	*	*	*	*
Management and targeted execution of warrants (COMPASS)	*	*	*	*	*
Implementation of pre-charge advice and monitoring of 47(3) bail (COMPASS)	*	*	*	*	*

* This data was not available at time of publication

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4A: Reassurance					
Indicator	2003/04	2004/05	Change	National Ave 200405	National Rank 2004/05
BCS Fear of Crime (% very worried about burglary) (SPI 10a)	*	*	*	11.3%	*
BCS Fear of Crime (% high levels of worry about vehicle crime) (SPI 10a)	*	*	*	12.5%	*
BCS Fear of Crime (% high levels of worry about violent crime) (SPI 10a)	*	*	*	15.1%	*
BCS Feeling of Public Safety (% high levels of perceived disorder) (SPI 10b)	*	*	*	15.8%	*
% of reported domestic violence incidents that involved victims of a reported domestic violence incident in the previous 12 months.	10.8%	9.8%	-0.9 Pts	37.8%	2 out of 34
% of domestic burglaries where the property has been burgled in the previous 12 months	*	8.8%	*	8.3%	27 out of 37

4B: Reducing Anti-Social Behaviour and Promoting Public Safety					
Indicator	2003/04	2004/05	Change	National Ave 200405	National Rank 2004/05
Number of RTCs resulting in death or serious personal injury per 100 million vehicle kilometres travelled (SPI 9a)	*	21.72	*	5.69	N/A
Number of RTCs resulting in death or serious injury per 1,000 population	N/A	N/A	N/A	0.51	N/A

5A: Call Management					
Indicator	2003/04	2004/05	Change	National Ave 200405	National Rank 2004/05
The local target time for answering 999 calls (secs)	15.	15.	0 %	11.1	N/A
Number of calls answered within local target time	2,006,775	1,718,446	-14.4 %	254,988	N/A
% of 999 calls answered within locally set target time	87.9%	86.6%	-1.3 Pts	87.3%	27 out of 39

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5B: Providing Specialist Operational Support					
Indicator	2003/04	2004/05	Change	National Ave 200405	National Rank 2004/05
Total number of operations involving the authorised deployment of Authorised Firearms Officers where the issue of a firearm was authorised	364	404	11 %	378.5	N/A
Number of operations where the officers have not commenced operations before being stood down	57	40	N/A	22.5	N/A

5C: Roads Policing					
Indicator	2003/04	2004/05	Change	National Ave 200405	National Rank 2004/05
Number of RTCs resulting in death or serious personal injury per 100 million vehicle kilometres travelled (SPI 9a)	*	21.72	*	5.69	35 out of 35
Number of RTCs resulting in death or serious injury per 1,000 population	*	*	N/A	0.51	N/A

6A: Human Resource Management					
Indicator	2003/04	2004/05	Change	National Ave 200405	National Rank 2004/05
Number of working hours lost due to sickness by police officers (SPI 13a)	*	53.56	N/A	70.57	4 out of 37
Number of working hours lost due to sickness by police staff (SPI 13b)	*	44.47	N/A	63.72	5 out of 37
Medical retirements per 1,000 police officers	9.16	2.27	-75.2 %	2.9	12 out of 39
Medical retirements per 1,000 police staff	7.01	0.	-100 %	2.16	1= out of 39

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6C: Race and Diversity					
Indicator	2003/04	2004/05	Change	National Ave 2004/05	National Rank 2004/05
% of police recruits from BME groups (SPI 12a)	13.5%	19.5%	6.1 Pts	3.9%	N/A
% of people from BME groups in the economically active population of the force area (SPI 12a)	N/A	1.3%	N/A	8.0%	N/A
Ratio of BME groups resigning to all officer resignations (SPI 12b) (White officers: visible minority ethnic officers)	1: 0	1: 0	0 %	1: 1.47	1= out of 37
% of female officers compared to overall force strength (SPI 12c)	18.1%	18.7%	0.6 Pts	21.2%	39 out of 42
% of female police staff compared to total police staff	52.7%	52.9%	0.2 Pts	62.3%	42 out of 42
% of white police officer applicants appointed	13.1%	1166.7%	1153.6 Pts	26.9%	N/A
% of BME police officer applicants appointed	9.1%	233.3%	224.2 Pts	24.0%	N/A
Difference in % of applicants appointed	3.9	933	92910 Pts	2.8 pts	N/A
% of female police officer applicants appointed	16.2%	1700.0%	1683.8 Pts	29.1%	N/A
% of male police officer applicants appointed	9.9%	500.0%	490.1 Pts	24.2%	N/A
Difference in % of applicants appointed	6.2	120	11380 Pts	4.9 pts	N/A
Difference between voluntary resignation rates of male and female officers	1: 0.91	1: 0.5	-45.2 %	1: 1.41	1 out of 39

6D: Resource Management					
Indicator	2003/04	2004/05	Change	National Ave 2004/05	National Rank 2004/05
% of police officer time available for frontline policing (SPI 11a)	*	*	*	*	*
% of time spent on frontline duties (including crime prevention activities) by all police officers and staff (including CSOs)	*	*	*	*	*
% of police officer time spent on visible patrol	*	*	*	*	*
% of police officers in operational posts	89.1%	89.9%	0.8 Pts	88.2%	28 out of 41
Total spending per police officer	£83,335.86	£82,681.82	-0.8 %	£121,668.41	N/A
Total spending per 1,000 population	N/A	N/A	N/A	N/A	N/A

* This data was not available at time of publication

Appendix 2: Glossary of Terms and Abbreviations

AA	activity analysis
ABC	activity-based costing
ACPO	Association of Chief Police Officers
ANPR	automatic number plate recognition
ASB	anti-social behaviour
ASBO	Anti-Social Behaviour Order
ATPO	anti-terrorism and public order
BCS	British Crime Survey
BCU	basic command unit
BME	black and minority ethnic
BTP	British Transport Police
BVR	Best Value Review
CCRU	cultural communities resource unit
CDRP	crime and disorder reduction partnership
CIA	community impact assessment
CJU	criminal justice unit
CoLP	City of London Police
COMPASS	a national information technology system for tracking, managing and recording caseload information
CPS	Crown Prosecution Service
CRIMINT	(electronic) criminal intelligence system
DAG	diversity advisory group
DCI	detective chief inspector
DEM	diversity excellence model

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DMS	duty management system
DNA	deoxyribonucleic acid
DoCS	director of corporate services
DV	domestic violence
ECD	economic crime dept
Efficiency Plan	Government requires each force to make measurable efficiency gains of at least 2% per annum
FCCIB	force call and crime input bureau
FFIN	financial fraud intelligence network
FIB	force intelligence bureau
FIU	financial investigation unit
FLO	family liaison officer
FSS	forensic science service
FTCG	force tasking and co-ordination group
Gershon	Sir Peter Gershon's review for HM Treasury, 'Releasing Resources for the Frontline: Independent Review of Public Sector Efficiency' July 2004 ISBN 1-84532-032-8
HMIC	Her Majesty's Inspectorate of Constabulary
HO CR	Home Office Counting Rules
HOLMES	Home Office Large Major Enquiry System
HR	human resource(s)
IAG	Independent Advisory Group – a body advising a force or BCU on race and diversity issues
ICF	integrated competency framework
liP	Investors in People
IM	information management
iQuanta	a web-based tool for policing performance information and analysis, developed by the Police Standards Unit (PSU) of the Home Office

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IS/IT	information services / information technology
ITIL	IT infrastructure library
LCJB	local criminal justice board
Level 2 criminality	criminality that takes place on a cross-boundary basis
MAPPA	multi-agency police protection arrangements
MIU	management information unit
MORI	Market and Opinion Research International
MPS	Metropolitan Police Service
MSF	most similar forces – a way of grouping forces to which each police force can be compared that has similar social and demographic characteristics
MV	motor vehicle
NAFIS	National Automated Fingerprint Identification System
NBM	National Briefing Model
NCIS	National Criminal Intelligence Service
NCPE	National Centre for Police Excellence
NCRS	National Crime Recording Standard
NCS	National Crime Squad
NIM	National Intelligence Model
OCB	organisational change board
Osman	Osman v UK (1999) 1 FLR 193 where the court established that in certain circumstances the State has a positive obligation to take preventive measures to protect an individual who is at risk from the criminal activities of others.
PA	police authority
PACE	Police and Criminal Evidence Act
PCSO	police community support officer

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PDR	performance development review
Permslite	a performance management tool that integrates assessment across strategic, operational and tactical levels and can be taken down to team and individual levels.
PITO	Police Information Technology Organisation
PMG	performance management group
PNC	Police National Computer
POCA	Proceeds of Crime Act 2004
PPAF	police performance assessment framework
PPI	personal performance indicator
PPO	priority and prolific offender
PRCG	police reform co-ordination group
PSA	public service agreement
PYO	persistent young offender
QA	quality assurance
RAF	resource allocation formula
RAG	resource allocation group
RPU	roads policing unit
RTC	road traffic collision
Sanction detections	offences that are detected by way of charge, summons, caution, fixed penalty for disorder or offences admitted on a signed 'taken into consideration' schedule
SARA	scanning, analysis, response, assessment
SB	Special Branch
SCO	specialist crime operations
SFO	Serious Fraud Office
SGC	specific grading criteria

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SIO	senior investigating officer
SLA	service level agreement
SMT	senior management team
SPI(s)	statutory performance indicators are used to monitor key aspects of police performance and form a critical component of performance assessments. SPIs are set each year following consultation with partners in line with powers under the Local Government Act 1999. SPIs are also known as 'best value performance indicators'
SSM	scientific support manager
SSU	scientific services unit
STCG	strategic tasking and co-ordination group
TCG	tasking and co-ordination group
TfL	Transport for London
Volume crime	not a technical term but normally refers to high incidence vehicle crime, burglary and in some areas robbery
VSS	victim support services
WTD	Working Time Directive