

Her Majesty's Inspectorate of Constabulary



HMIC Inspection Report
City of London Police
Neighbourhood Policing
Developing Citizen Focus Policing

September 2008



City of London Police – HMIC Inspection

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Introduction to HMIC Inspections

For a century and a half, Her Majesty's Inspectorate of Constabulary (HMIC) has been charged with examining and improving the efficiency of the police service in England and Wales, with the first HM Inspectors (HMIs) being appointed under the provisions of the County and Borough Police Act 1856. In 1962, the Royal Commission on the Police formally acknowledged HMIC's contribution to policing.

HMIs are appointed by the Crown on the recommendation of the Home Secretary and report to HM Chief Inspector of Constabulary, who is the Home Secretary's principal professional policing adviser and is independent of both the Home Office and the police service. HMIC's principal statutory duties are set out in the Police Act 1996. For more information, please visit HMIC's website at <http://inspectors.homeoffice.gov.uk/hmic/>.

In 2006, HMIC conducted a broad assessment of all 43 Home Office police forces in England and Wales, examining 23 areas of activity. This baseline assessment had followed a similar process in 2005, and thus created a rich evidence base of strengths and weaknesses across the country. However, it is now necessary for HMIC to focus its inspection effort on those areas of policing that are not data-rich and where qualitative assessment is the only feasible way of judging both current performance and the prospects for improvement. This, together with the critical factor that HMIC should concentrate its scrutiny on high-risk areas of policing – in terms of risk both to the public and to the service's reputation – pointed inexorably to a focus on what are known collectively as 'protective services'. In addition, there is a need to apply professional judgement to some key aspects of leadership and governance, where some quantitative measures exist but a more rounded assessment is appropriate.

Having reached this view internally, HMIC consulted key stakeholders, including the Home Office, the Association of Chief Police Officers (ACPO) and the Association of Police Authorities (APA). A consensus emerged that HMIC could add greater value by undertaking more probing inspections of fewer topics. Stakeholders concurred with the emphasis on protective services but requested that Neighbourhood Policing remain a priority for inspection until there is evidence that it has been embedded in everyday police work.

HMIC uses a rigorous and transparent methodology to conduct its inspections and reach conclusions and judgements. All evidence is gathered, verified and then assessed against specific grading criteria (SGC) drawn from an agreed set of national (ACPO-developed) standards. However, the main purpose of inspection is not to make judgements but to drive improvements in policing. Both professional and lay readers are urged, therefore, to focus not on the headline grades but on the opportunities for improvement identified within the text of this report.

HMIC Business Plan for 2008/09

HMIC's business plan (available at <http://inspectorates.homeoffice.gov.uk/hmic/our-work/business-plan/>) reflects our continued focus on:

- protective services – including the management of public order, civil contingencies and critical incidents as phase 3 of the programme in autumn 2008/spring 2009;
- counter-terrorism – including all elements of the national CONTEST strategy;
- strategic services – such as information management and professional standards; and
- the embedding of Neighbourhood Policing.

HMIC's priorities for the coming year are set in the context of the wide range of strategic challenges that face both the police service and HMIC, including the need to increase service delivery against a backdrop of reduced resources. With this in mind, the business plan for 2008/09 includes for the first time a 'value for money' plan that relates to the current Comprehensive Spending Review period (2008–11).

Our intention is to move to a default position where we do not routinely carry out all-force inspections, except in exceptional circumstances; we expect to use a greater degree of risk assessment to target activity on those issues and areas where the most severe vulnerabilities exist, where most improvement is required or where the greatest benefit to the service can be gained through the identification of best practice.

The recent Green Paper on policing – *From the Neighbourhood to the National: Policing our Communities Together* – proposes major changes to the role of HMIC. We are currently working through the implications to chart a way forward, and it will not be until the late Autumn when we are able to communicate how this will impact on the future approach and inspection plans. In the meantime, we have now commenced work covering the areas of critical incident management, public order and civil contingencies/emergency planning – which will conclude in early 2009. In consultation with ACPO portfolio holders and a range of relevant bodies (such as the Cabinet Office in respect of civil contingency work) we have conducted an assessment of risk, threat and demand and, based on this, we will focus on those forces where we can add most value. We will also commence a series of police authority inspections in April 2009, which will follow a pilot process from November 2008 through to January 2009.

Programmed Frameworks

During phase 2 of HMIC's inspection programme, we examined force responses to major crime, serious and organised crime, Neighbourhood Policing and Developing Citizen Focus Policing in each of the 43 forces of England and Wales.

This document includes the full graded report for the Neighbourhood Policing inspection and Developing Citizen Focus Policing inspection.

Neighbourhood Policing

The public expect and require a safe and secure society, and it is the role of the police, in partnership, to ensure provision of such a society. The HMIC inspection of Neighbourhood Policing implementation assesses the impact on neighbourhoods together with identified developments for the future.

The piloting of the National Reassurance Policing Programme (NRPP) between April 2003 and 2005 led to the Neighbourhood Policing programme launch by ACPO in April 2005.

There has been considerable commitment and dedication from key partners, from those in neighbourhood teams and across communities to deliver Neighbourhood Policing in every area. This includes over £1,000 million of government investment (2003–09), although funding provision beyond 2009 is unclear.

The NRPP evaluation highlighted three key activities for successful Neighbourhood Policing, namely:

- the consistent presence of dedicated neighbourhood teams capable of working in the community to establish and maintain control;
- intelligence-led identification of community concerns with prompt, effective, targeted action against those concerns; and
- joint action and problem solving with the community and other local partners, improving the local environment and quality of life.

To date, the Neighbourhood Policing programme has recruited over 16,000 police community support officers (PCSOs), who, together with 13,000 constables and sergeants, are dedicated by forces to 3,600 neighbourhood teams across England and Wales.

This report further supports Sir Ronnie Flanagan's *Review of Policing* (2008), which considers that community safety must be at the heart of local partnership working, bringing together different agencies in a wider neighbourhood management approach.

Developing Citizen Focus Policing

Citizen Focus policing is about developing a culture where the needs and priorities of the citizen are understood by staff and are always taken into account when designing and delivering policing services.

Sir Ronnie Flanagan's *Review of Policing* emphasised the importance of focusing on the treatment of individuals during existing processes: this is one of the key determinants of satisfaction.

A sustained commitment to quality and customer need is essential to enhance satisfaction and confidence in policing, and to build trust and further opportunities for active engagement with individuals, thereby building safer and more secure communities.

This HMIC inspection of Developing Citizen Focus Policing is the first overall inspection of this agenda and provides a baseline for future progress. One of the key aims of the inspection was to identify those forces that are showing innovation in their approach, to share effective practice and emerging learning. A key challenge for the service is to drive effective practice more widely and consistently, thereby improving the experience for people in different areas.

Latest data reveals that, nationally, there have been improvements in satisfaction with the overall service provided. However, the potential exists to further enhance customer experience and the prospect of victims and other users of the policing service reporting consistently higher satisfaction levels. All the indications show that sustained effort is required over a period of years to deliver the highest levels of satisfaction; this inspection

provides an insight into the key aspects to be addressed. It is published in the context of the recent Green Paper *From the Neighbourhood to the National – Policing our Communities Together* and other reports, which all highlight the priorities of being accountable and responsive to local people. The longer-term investment in Neighbourhood Policing and the benefits of Neighbourhood Management have provided an evidence base for the broad Citizen Focus agenda.

Statutory Performance Indicators and Key Diagnostic Indicators

In addition to the inspection of forces, HMIC has drawn on published data in the Policing Performance Assessment Frameworks (PPAFs) published between March 2005 and March 2008 as an indicator of outcomes for both Neighbourhood Policing and Developing Citizen Focus Policing.

The statutory performance indicators (SPIs) and key diagnostic indicator (KDI) that are most appropriate to indicate outcomes for the public and are used to inform this inspection are set out below:

Neighbourhood Policing

- SPI 2a – the percentage of people who think that their local police do a good or excellent job.
- KDI – the percentage of people who ‘agree local police are dealing with anti-social behaviour and crime that matter in this area’.
- SPI 10b – the percentage of people who think there is a high level of anti-social behaviour in their area.

Developing Citizen Focus Policing

- SPI 1e – satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with the overall service provided by the police.
- SPI 3b – a comparison of satisfaction rates for white users with those for users from minority ethnic groups with the overall service provided.

Forces are assessed in terms of their performance compared with the average for their most similar forces (MSF) and whether any difference is statistically significant. Statistical significance can be explained in lay terms as follows: ‘The difference in performance between the force and the average for its MSF is unlikely to have occurred by chance.’ A more detailed description of how statistical significance has been used is included in Appendix 3 at the end of this report.

Developing Practice

In addition to assessing force performance, one of HMIC’s key roles is to identify and share good practice across the police service. Much good practice is identified as HMIC conducts its assessments and is reflected (described as a ‘strength’) in the body of the report. In addition, each force is given the opportunity to submit more detailed examples of its good practice. HMIC has therefore, in some reports, selected suitable examples and included them in the report. The key criteria for each example are that the work has been evaluated by the force and the good practice is easily transferable to other forces; each force has

provided a contact name and telephone number or email address, should further information be required. HMIC has not conducted any independent evaluation of the examples of good practice provided.

The Grading Process

HMIC has moved to a new grading system based on the national standards; forces will be deemed to be meeting the standard, exceeding the standard or failing to meet the standard.

Meeting the standard

HMIC uses the standards agreed with key stakeholders including ACPO, the National Policing Improvement Agency (NPIA) and the Home Office as the basis for SGC. The standards for Neighbourhood Policing and Developing Citizen Focus Policing are set out in those sections of this report, together with definitions for exceeding the standard and failing to meet the standard.

Force Overview and Context

The City of London Police (CoLP) has:

- Two territorial basic command units (BCUs);
- 25 Neighbourhood Policing teams (NPTs);
- 109 officers dedicated to Neighbourhood Policing; and
- 46 PCSOs dedicated to Neighbourhood Policing.

Geographical description of force area

The City of London Police (CoLP) is the Home Office force responsible for the City of London, policing the 'square mile' – the financial and commercial heart of Britain and the world's leading financial and business centre. The force is also responsible for policing the City's bridges, including Blackfriars, Millennium, Southwark, London and Tower. The City comprises a geographical area of 290 hectares or 1.22 square miles. Its boundaries extend to the River Thames and the London Boroughs of Tower Hamlets, Hackney, Islington, Camden and the City of Westminster. Geographically, the CoLP is the smallest territorial police force in the UK.

The City of London Corporation is, uniquely, both the local authority and the police authority for the square mile and the local authority boundary is coterminous with that of the force. The majority of the City of London's police authority responsibilities are delegated to its police committee, whose members include residents, people working in the City and lay justices. Police committee members are drawn from those elected to represent the City's wards. The City of London's franchise is also unique because there is a business vote in addition to the usual residential electorate.

The City is a world financial centre whose role is of vital importance to the country. The area contains a large number of iconic sites and major business institutions, including, among many others, St Paul's Cathedral, the Bank of England, the Stock Exchange, the Lloyd's Building and the Central Criminal Court (Old Bailey). The City hosts large numbers of ceremonial and other public events at Guildhall and the Mansion House, and has one of the largest arts centres in the world at the Barbican. It has a relatively small resident population, but very large working and transient populations. There are three independent schools and one local authority school in the force area, together with a number of sites for further and higher education. This particular combination of demands is not typical of most Home Office

forces, and the force is careful to balance its responsibilities to the national infrastructure with its duties to City communities.

In February 2004, the CoLP revised its existing community policing structure and adopted a ward policing model, aligning resources to each of the City's 25 wards. Officers are responsible for liaising, on a day-to-day basis, between the force, residents, businesses and the elected alderman and common councillors for that ward. Ward teams play a vital role in ensuring that the concerns of local businesses and residents are fed directly into the force. They also gather local intelligence, for example, to help ensure that wider policing resources are effectively targeted to address problems experienced or perceived locally.

Demographic description of force area

As well as being the UK's leading financial and business capital, there is a residential community of some 9,000 people, in 5,900 dwellings in the City, and a daily working population in excess of 320,000 people. The City's resident population is concentrated in the Barbican and Golden Lane estates to the west, and the Middlesex Street and Mansell Street estates to the east. However, there has been increasing residential development in other areas in recent years, particularly on the Islington border and around Smithfield.

The 2001 census showed that the average household was 1.6 persons, against an average of 2.4 for the rest of the country. This is attributable to lower birth rates as well as the higher than average number of one-person households (52% compared with a national average of 30%). The City of London has the least number of married couples per household in the country and only 3% of the City's residents are children under the age of five. This increases the average age of the population in this area, which at 41 years is two years above the England and Wales average.

Nearly 80% of the population is from a white ethnic classification. The next largest ethnic group is Bangladeshi at 3.8 %, followed by Indian at 2.2%. Just over half of all residents described themselves as Christians, whereas a quarter described themselves as having no religion. Muslims and Sikhs account for 5.6% and 0.3 % respectively. 3.1% of City residents describe their faith as Jewish.

Ranked against the 32 London boroughs that surround it, the City has the highest levels of economically active residents. The average income of a City worker is more than twice the national average. Although the impact of the recent 'credit crunch' has yet to be fully assessed, City employment has continued to grow in recent years and is forecast to increase with the development and implementation of the Crossrail scheme, which will significantly enhance the transport infrastructure.

Recent changes to the licensing laws and the increasing number of public houses and bars that are opening for longer periods have had a considerable impact on policing in the City, as it moves to a 24-hour leisure, as well as a 24-hour working, environment.

The City is ranked first again in terms of educational attainment, because those who live in the square mile are three times more likely than the national average to have degree-level education or higher. Correspondingly, residents are the least likely to be without qualifications.

Strategic priorities

The force's strategic priorities for 2008–11 include the following:

The force's overarching aim is to provide a high-quality police service in the City of London and work with the community, other organisations and agencies to promote a safe, peaceful and crime-free environment.

The force's four local strategic priorities for 2008 to 2009 (expressed in the policing plan 2008–11) are:

Counter-terrorism:

- to deter and disrupt all forms of terrorist activity that may directly impact upon the well-being and safety of the City of London's population and infrastructure; and
- to provide visibility and maximise information sharing, where appropriate, to enhance community engagement and public reassurance, thereby reinforcing the City of London's strategic importance within the UK economy.

Economic crime:

- to identify and disrupt offenders profiting from crimes that impact on the residential, public and business communities;
- to bring to justice successfully those who carry out such crimes by providing an effective investigative response to organised crime operating across force boundaries; and
- to establish and implement the requirements and force responsibilities set out in the national fraud strategy in order to identify, disrupt and prevent economic crime across the UK.

Protecting people:

- to maintain the City of London as a peaceful and secure environment for the residential, business and transient communities by reducing violent disorder arising from organised protests, alcohol-related incidents and anti-social behaviour.

Citizen focus:

- to deliver a high-quality, visible and accessible police service to the diverse communities who live and work in the City, by engaging with and working in partnership with our communities to promote a safe, peaceful and crime-free environment.

The force has a number of other strategic themes and priorities, which are linked to the National Community Safety Plan priorities and public service agreements, and to the needs and priorities of the Safer City Partnership (the crime and disorder reduction partnership for the City).

Force Performance Overview

Force development since 2007 inspections

The force has maintained good overall performance against crime and in terms of public satisfaction over the year ended 31 March 2008:

- Total recordable offences were 7,572, down 5.0% since 2006/07, and 2007/08 was the sixth consecutive year of crime reduction.
- An overall sanction detection rate of 36.3% was achieved – this represents a slight increase from the 35% achieved in the previous year.
- A reduction in violent crime has also been noted, with 867 crimes having been reported by the end of March 2008, compared with 883 in 2007.
- Overall victim satisfaction rates of 84% exceeded the target of 75%. Within this overall figure, satisfaction with ease of making contact is 90%, satisfaction with action taken by police is 83%, satisfaction with being kept informed of progress is 73% and satisfaction with treatment received by CoLP staff is 91%.

After the publication of HM Treasury's *National Fraud Review* in July 2006, the CoLP has been officially recognised as the lead force for economic crime. This will expand its current 'lead' status in the south-east to cover all of the UK. In addition, the force received funding from the Department for International Development to fund ten posts for an overseas corruption unit, which was launched in November 2006. Work on implementing the recommendations of the *National Fraud Review* has continued during 2007/08, including a substantial and successful recruitment campaign. Unanticipated delays in relation to government funding to support the force's enhanced fraud activities mean that full implementation is not likely to take place until September.

In early 2006, the force recognised it faced a challenging financial situation in the short and medium terms, which would impact on the resources available to maintain or improve policing services. In response, the ACPO leadership launched a change programme entitled *Shaping Up for the Future*, involving an assessment of performance against existing resources, zero-based budgeting (ZBB) and the development of a front-line action group (FLAG) to ensure police officers and police staff are used effectively. A fourth aspect of this work, in relation to streamlining the structure of the force (Project 2009), is now under way, running in tandem with FLAG.

By adopting the ZBB approach, in which each unit has to bid to retain existing resources or obtain increases, the force has substantially exceeded its efficiency targets in each of the last three financial years. The ZBB process is now firmly embedded and will continue to be used to ensure the precise and most cost-effective allocation of resources.

Neighbourhood Policing

2007/08 Neighbourhood Policing Summary of judgement	Meeting the standard
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Meeting the standard

Following the moderation process, The CoLP was assessed as meeting the standard. Neighbourhood policing has been implemented to a consistent standard across the force.

Neighbourhoods are appropriately staffed (coverage).

Summary statement

The force is deploying across all its BCUs the right people in the right place at the right time to ensure that its neighbourhoods are appropriately staffed.

Strengths

- Wards policing within the CoLP provides the local community with clearly defined and recognisable boundaries determined by the London Corporation. These boundaries were established in 2004 at the commencement of the City's wards policing initiative in line with political and geographical boundaries that were already in existence. Due to the small size of some of these wards, and after a process of consultation with the community and partners, some wards were grouped into clusters reflecting business and community boundaries where possible. This amalgamation of wards into the cluster arrangement ensures a degree of continuity and resilience in staffing levels. Within the CoLP there are wards policing teams that cover the 25 wards. These teams consist of a dedicated police officer who covers one, or owing to the small size and profile of some of the wards, two wards. According to the profile of the cluster there will also be PCSOs, members of the cycle squad (hybrid) and members of the Wards Policing Operational Team (WPOT) which consist of dedicated detective constables and Crime Prevention Officers (CPOs). A police sergeant is in charge of each cluster who in turn is line managed by a wards policing inspector at each of the two territorial BCUs. There are currently 109 members of staff on wards teams in total dedicated to wards policing of which 32% are female and 9% from BME communities. Currently there are only two vacancies at constable rank within wards policing.
- All of the wards have a named contact at constable and/or PCSO level whose contact details are publicised in the community through various means including the CoLP website and other publicity. There is evidence that the CoLP is cognisant of succession planning in order to maintain staffing levels within the wards policing staff. There are currently only two constable vacancies within the entire wards policing teams and it is evident that maintaining staffing levels within this area of business is seen as a main priority for the force.
- CPOs and dedicated detective constables are assigned to ward teams in order to provide an additional aspect of professionalism to the teams. This was recently

highlighted on the NPIA website as good practice.

- The CoLP has in place an abstraction policy covering wards policing. This policy, which covers all staff on the teams, clearly defines the key parameters and is regularly monitored and reviewed by management at various levels within the organisation. The policy sets a percentage target for time away from their core duty at 25%. The force is well within this target; currently on average 90% of a wards team member's duty is spent on ward duties. The force intends to reduce the 25% target down to 20% in the near future.
- A comprehensive profile and an accompanying engagement plan for each ward has been created using data collected from both police and partner agencies. These profiles and plans have been subject of review and update by the force's race and diversity team to ensure they continue to reflect both social (new and emerging communities) and operational requirements. The individual skills and experience of ward staff are taken into consideration at a local level when deciding on deployment. The force provided several examples where language skills and other expertise have been used to good effect on particular wards. Furthermore such opportunities are reviewed regularly by local management in order to again ensure deployments match the every changing picture on the wards.
- All ward officers and PCSOs have been provided with the key skills required to deliver a quality service. They receive a modular training programme which is based on evidence gleaned from a training needs analysis. It includes the use of workbooks and relevant workshops and SARA problem solving training. This training has been subject to an evaluation process which is informing the schedule for next year's programme of workshops. The staff have also received training in relation to marketing standards for producing and distributing publicity material in order to ensure a consistency of approach. There is a dedicated training officer for wards policing.
- There is evidence of ward policing team staff receiving formal reward and recognition for their work from various levels within the organisation. Such examples include the force making nominations for the national Jane's policing awards for both the community officer of the year and PCSO categories as well as divisional merits for specific examples of good work. All police officer ranks within wards policing now receive Special Priority Payments (SPPs) and suitable examples of positive work undertaken by wards policing staff will be recognised in the forthcoming CoLP's annual awards ceremony to be held in the summer. Shortly the CoLP are planning to celebrate the '3rd birthday' of the introduction of PCSO's into the force, an event which is being widely publicised around the organisation.

Work in progress

- The force is currently assessing a business case to increase supervisory levels within the wards teams in order to ensure sufficient resilience particularly in relation to the supervision of PCSOs.

Area(s) for improvement

- The CoLP has operated wards policing since its inception in 2004. The boundaries decided upon at that time, which are aligned to geographical and political areas, have not been subject to subsequent review since that time. There needs to be a

review of these in order to ensure that they are still as relevant today as when first formulated. The forthcoming review of the force's structure may be a good opportunity to undertake this work.

Effective community engagement is taking place. Representative communities are being routinely consulted and are identifying local priorities and receiving feedback.

Summary statement

All neighbourhoods in the force area are actively engaging with their local police force and its partners.

Strengths

- Effective community engagement is taking place within the City of London. The CoLP has an engagement strategy, which details the approach the force are using to engage with their communities, together with bespoke engagement plans for each ward cluster. Ward issues are identified using a variety of methods linked to the engagement plan. A few examples of the level of engagement include the following with the quantitative figures for 2007/08 in brackets: cluster panel meetings which are held on a scheduled basis (31); attendance at various minority group specific fora such as the Bengali women's forum (6); school visits (77); police surgeries (213); various 'watch' meetings (50); as well as the a community and business e-mail facility and 'Talkback' magazine. In addition the force has run a comprehensive youth engagement programme covering topics such as DARE, Child Exploitation Online Protection (CEOP) internet safety and the multi agency Young City Safe initiative. Key stakeholders such as members of the Safer City Partnership (formally CDRP) and the Police Committee are involved in the engagement process.
- There are effective procedures in place through which community information and intelligence flow. An example of this in purely quantitative terms is that figures reveal that there has been a 66% increase in the level of community intelligence reports being submitted between October 2007 and March 2008 compared to the same period the previous year. A wide range of methods are adopted by the force to capture this information. These include e-mail circulations, the intranet site and use of consultation forms as well as face to face contact at a variety of meetings. One unique method currently being used by the force to capture useful information/intelligence from a 'hard to reach' group is via pre-arranged 'informal contacts' with Asian males on the street. Ward officers meet with these people at what appears on the face of it to be a chance meeting. This list is not exhaustive but reflects what HMIC found during reality checking.
- The CoLP undertakes in-house checks of the quality of community engagement across the wards. This is carried out by the force's race and diversity unit monitoring attendee levels at the various cluster panel meetings and then by direct canvassing people to test satisfaction levels. Further measures include bespoke consultation with youth groups within the wards. One example of this is the regular contact made with young Asian females through attending the local youth clubs. Reality checks undertaken as part of the assessment indicated that meaningful two-way engagement with both established and emerging / minority communities is taking place on a regular basis.

September 2008

- Ward policing staff routinely self brief prior to a tour of duty by means of a computerised briefing system. They also attend regular muster briefings held by response teams in order to ensure community issues are cascaded. These briefings contain information regarding organised crime activity as well as developments within the vulnerable communities, for example the homeless.

Work in progress

- The CoLP is developing the National Neighbourhood Reassurance Project methodology into an innovative business reassurance approach, which is seeking to apply Neighbourhood policing methodology to a business community environment. The CoLP, who is the lead force on this project, supported by the Metropolitan Police Service (MPS), the London Corporation and London First are aiming to shortly commence pilot studies on four sites two of which are within the City of London area (Broadgate and Lloyds of London). This will entail evaluating existing research and data across these proposed locations together with a further evaluation of existing engagement and partnership arrangements. Live research is commencing in September 2008. Potentially this project will provide the force with information to better engage with, and respond to, the needs of the business community.

Area(s) for improvement

None

Joint problem solving is established and included within performance regimes.

Summary statement

Joint problem solving involves the police with partners and communities across all neighbourhoods. Joint problem-solving activity is routinely evaluated and demonstrates significant problem resolution at neighbourhood level.

Strengths

- The limited geography of the City, and the effective linkages between the Safer City Partnership and Corporation of London, allow the maintenance of close partnership engagement in problem-solving activity, the success of which is reflected in the public satisfaction surveys. There is evidence that joint problem solving using the SARA (scanning, analysis, response, assessment) model is being used in each cluster in concert with the Safer City Partnership. This also provides the main conduit to access Corporation of London services. The CoLP use their intelligence database (INTEGRA) to record the problem-solving activity, which is scrutinised by supervisors and managers.
- Strong leadership and support for wards policing is demonstrated by both ACPO and BCU managers. The Safer City Partnership and Police Committee have been consulted and engaged in the development and ongoing drive of the CoLP neighbourhood policing style and there is evidence of support among partner organisations to this approach to policing. In fact there is a pragmatic approach to resolving minor local issues quickly with partners, which is reflected in the CoLP's

engagement strategy. Some joint SARA training for Safer City Partnership and ward staff has taken place and there is evidence of co-locating of ward staff with their counterparts within the Safer City Partnership.

- Public concerns expressed at the cluster panel meetings are considered and addressed locally in collaboration with the Safer City Partnership, the Corporation of London and other relevant partners. Community issues are considered at National Intelligence Model (NIM) Tasking and Co-ordinating Group (TCG) meetings at both BCU and force levels alongside other crime and intelligence matters. These meetings are attended by representatives from partner agencies. A joint strategic assessment is now in place.
- Priorities identified at the panel meetings are also signed off at TGC meetings when resolved or when it is appropriate to do so. The person who raised the initial problem is central to this process. In between this regular feedback to the community on progress towards tackling their problems is regularly provided.

Work in progress

- The force has recently introduced a computer based performance management database to replace its paper based system. This system is still under development but will shortly be able to provide performance data against the 18 recommended performance indicators currently being populated with data by wards policing staff on a daily basis.
- The CoLP is working to ensure that all SARA problem solving initiatives follow the SMART approach in the recording in order to better articulate the highlighted issue of concern. Reality checks highlighted the work the CoLP is doing to ensure compliance. For example relevant training has been given to cluster panel members and chairs in order to improve the process.
- The CoLP is undertaking some excellent joint problem-solving work around two major areas. One is the Controlled Drinking Zone based around the Middlesex street estate the other is named the Good Behaviour Zone based in the Mansell Street area of the City. Both were set up as a result of community feedback and both have had some demonstrable successes. However, these are longer term initiatives which will require long term commitment by all concerned.

Area(s) for improvement

- Although there is evidence that some joint training has taken place between the CoLP and its partners, the force acknowledges that it is an area where improvement could be made and further consideration should be given to including partner organisations in more joint training initiatives.

The outcomes of Neighbourhood policing are being realised by the surveyed public.

	SPI 2a Percentage of people who think that their local police do a good or excellent job		KDI Percentage of people who 'agree local police are dealing with anti-social behaviour and crime that matter in this area'		SPI 10b Percentage of people who think there is a high level of anti-social behaviour	
	Difference from MSF (percentage point pp)	2005/06 to 2007/08 change	Difference from MSF	2005/06 to 2007/08 change	Difference from MSF	2005/06 to 2007/08 change
CoLP	2.3 pp	1.2 pp	0.9 pp	-0.4 pp	1.7 pp	-3.0 pp

Summary statement

City of London’s public perception in relation to local policing (SPI2a) is encouraging. The force is performing above its MSF average and a small increase in the percentage of people who think the local police are doing a good/excellent job is visible over the last three years.

In relation to perceptions of local police dealing with ASB (KDI), City is performing above its MSF average yet there is a noticeable decline in performance against itself over the last three years (although it should be noted that this decline is not significant).

Although the percentage of people perceiving a high level of ASB within the City is marginally above the MSF average, the 3% decrease against itself over three years is encouraging.

The challenge for the CoLP is that the above data includes returns for both the MPS and itself which cannot be separated out. In view of this fact the force has developed some local measures to gauge satisfaction of residents and business workers via its revised consultation forms.

Context

The SPI and KDI statistics are obtained from the PPAFs to March 2008. These figures are survey based and have been analysed for statistical significance, which can be explained in lay terms as follows: ‘The difference in performance between the force and the average for its MSF is unlikely to have occurred by chance.’

Note: When comparing the force’s performance with previous years, year-on-year statistical significance is explained as follows: ‘The difference in force performance between the years compared is unlikely to have occurred by chance.’

There is a summary of how statistical significance is used at Appendix 3 at the end of this report.

As part of the BCS, approximately 1,000 interviews are undertaken in each force area in England and Wales. Included in the survey is the individual’s assessment of whether the

local police are doing a good job, whether the police are dealing with anti-social behaviour and crime that matter in their area, and whether anti-social behaviour in their area is a problem.

Strengths

SPI 2a – percentage of people who think that their local police do a good or excellent job.

- The CoLP conducts, on a regular basis, a clearly branded survey which is a comprehensive 18 point questionnaire the results of which can be analysed to a ward level. The questions are qualitative focused and replicates BCS type questions including specifics on 'confidence'. This questionnaire is both paper based as well as on line and is well embedded and systemised. The returns although low at present are being monitored and reviewed by MIU. In addition the force is involved in the commission of an annual partnership survey conducted by Ipsos MORI. Both surveys inform the performance process.

KDI – percentage of people who 'agree local police are dealing with anti-social behaviour and crime that matter in this area'.

- In relation to the KDI, the BCS define minor crimes as criminal damage and theft. The CoLP again collects such data locally and for 'overall satisfaction' for these two crime categories for the year to date the figures stand at 80% & 89% respectively.

SPI 10b – percentage of people who think there is a high level of anti-social behaviour.

- In terms of SPI 10b 'perceptions of ASB' the CoLP independently surveys respondents to see how satisfied the public are with the ease of contact, follow up, treatment and overall satisfaction of the service provided. The results for Q4 07/08 for the various categories are well above the 75% locally set target, with the figure for overall satisfaction currently standing at 89%.

Work in progress

None

Area(s) for improvement

None

Force-level and local satisfaction/confidence measures are used to inform service delivery.

Summary statement

The force partially understands the needs of its communities. Identified service improvements are frequently made to improve local service delivery.

Strengths

- Public satisfaction levels are now integrated within the force's performance management framework. Thus in addition to performance assessment being undertaken against the CoLP's various crime targets achievement in relation to satisfaction levels is consistently considered and reviewed. These results from the various processes, both quantitative and qualitative are disseminated to relevant single points of contact within BCUs and departments and issues, areas for improvement and examples of good practice are fed quarterly into the various steering groups and meetings from BCU level upwards. These include the Quality of Service Delivery Group; the Citizen Focus Strategic Forum; the Wards Policing Steering Group and the Performance Management Group.
- The evidence shows that the force is currently experiencing high levels of public satisfaction from all quarters of the community and all figures are well above their set target. Examples of current year to date overall satisfaction figures (with target figure, where set, in brackets) are; victims of crime: 87% (75%); ASB reporters 89% (75%); residents 90%; fraud victims 100%.
- There is evidence to show that community feedback is effectively used by the CoLP to inform service delivery both at a force and BCU level. Examples provided by the force highlighted where improvements in service were made which in turn impacted positively on satisfaction levels. Two examples relates to the 'follow –up' service being provided to victims of both ASB and Road traffic Collisions (RTCs). Issues were raised by members of the community as areas which the force could improve upon. For ASB, an initiative was set up whereby all such victims would receive a personal follow up telephone call or visit by a PCSO. This resulted in a 34% increase in associated satisfaction levels. RTC victims, at the initial incident, were given details of a SPOC within the Criminal Justice Unit who would maintain two way communications with the victim. This enhanced service again resulted in a 42% increase in satisfaction levels for this aspect of the service delivery.

Work in progress

- Once the CoLP has produced a workable neighbourhood policing model to encompass the vast business community within the City, then it can strive to enhance engagement with and respond to the needs of this section of its community.
- Currently the force can only produce satisfaction data to a divisional level. By July of this year mechanisms will be in place to provide drilled down data to a more focused ward level. In April the CoLP included specific wording around confidence measures within their surveys, data of which will be available by the end of July 2008.

Area(s) for improvement

None

The force demonstrates sustainable plans for Neighbourhood Policing.

Summary statement

The CoLP and the Police Committee have convincingly shown how they plan to ensure/have ensured that Neighbourhood policing will be sustained beyond April 2008.

Strengths

- The CoLP recognises that wards policing is an essential part of citizen focus. There is a Citizen Focus Strategic Forum, chaired by the assistant commissioner. The wards policing project manager reports to this forum and highlights progress, risks and obstacles. This forum provides strategic direction and support to continue to embed wards policing within the City of London. The CoLP's strategic plans such as the HR strategy and the learning and development strategy both evidence the importance the force places on wards policing and how they intend sustaining it into the future. One example of this is a recent performance needs analysis that has been conducted by the force to determine the future training requirements for wards policing staff. The results have informed next years training schedule.
- The local policing plan details CoLP's commitment to wards policing through Citizen Focus, which is one of the force's priorities. In addition the current CoLP control strategy has four priorities of which Citizen Focus is one. Wards policing is included in that priority.
- The financial resources required to sustain wards policing in the forthcoming years is embedded in the annual territorial BCU budget allocations under the zero based budgeting exercise. For the 07/08 and 08/09 financial years the budget allocation for wards policing will total 4.27% and 4.79% respectively of the total CoLP force budget allocation. In arriving at these figures the force were cognisant of the challenging budget settlements for the force for the next few years.
- The force has in place up-to-date development plans in response to issues raised in previous HMIC and NPIA inspections. HMIC found evidence that these were regularly monitored and that there is evidence of improvement as a result. Leadership at all levels within the CoLP is actively supportive towards delivering wards policing to its external customers.
- This support is mirrored by the chair and members of the Police Committee who through their involvement in various fora as well as their regular attendance at cluster panel meetings provide a level of governance and scrutiny to the process as well as demonstrating the Committee's commitment to wards policing.

Work in progress

- The CoLP is embarking on a review of its structures. Any future re-structuring needs to ensure that the sustainability of wards policing is a priority for the force. The proposed implementation date for any realignment of resources is January 2009.

Area(s) for improvement

None

Developing practice

See Appendix 2.

Developing Citizen Focus Policing

2007/08 Developing Citizen Focus Policing Summary of judgement	Meeting the standard
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Meeting the standard

A Citizen Focus ethos is embedded across the force, establishing an initial baseline.

Summary statement

The force partially understands the needs of its communities. Identified service improvements are frequently made to improve local service delivery. The force partially communicates the National Quality of Service Commitment (NQSC) standards, the Code of Practice for Victims of Crime (VCoP) standards and the force corporate/accessibility standards to its communities.

Service users' views are sought to improve service delivery

Strengths

- The CoLP routinely uses various methods to collate the views of its service users. Some of these are led and funded by the force; others are conducted by partners who provide the force with the findings. There are a plethora of surveys conducted both electronically and paper-based, which capture the views of a wide variety of people having contact with the CoLP such as residents, workers, tourists and victims of crime. The views of service users are also obtained through the various cluster panel meetings and surgeries and also through one-to-one interactions between local people and the ward team members.
- The force provided several good examples of where such interaction has resulted in improvements to its service provision. There is evidence that bespoke consultation data, whether qualitative (interview) or quantitative (survey) is used to change policy and procedures. Examples include the force's criminal justice department who introduced specific points of contact for Road Traffic Collision (RTC) victims and the use of telephone interpreters at the force's front offices to assist officers and staff dealing with members of the public who do not have English as their first language. A further example, a process introduced as a result of information gleaned from victim surveys, the Management Information Unit (MIU) now have regular sessions with new joiners to explain how every single contact with a member of the public is so important and how it can impact on satisfaction levels using the catchphrase 'every contact leaves a trace'.
- The head of the hate crime and domestic violence unit has developed a 'victim contract' that supplements the requirements of the VCOP. Amongst other things this contract seeks to engage with the victim from the start of the investigation, for example in mutually agreeing standards for contact and information exchange. The contract is recorded on the crime recording system and so becomes an integral part of the crime report.

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- Scheduled consultation is also analysed and the results fed back into the organisation using performance review processes, such as the Performance Management Board and the Quality of Service Delivery Group for example.
- There is evidence that members of the Police Committee are involved in governance and scrutiny of the Citizen Focus agenda. The chair of the committee is a standing member on the Citizen Focus Strategic Forum. There is also evidence that committee members are involved in community engagement through their regular attendance at cluster panel meetings.

Work in progress

- The CoLP is actively leading the field in the development of the Business Reassurance Project. The force is collaborating with the Metropolitan Police Service (MPS) and the University of Cardiff to then work in partnership with London First in order to develop a business-policing model that could be used nationwide. This has been in development sometime, in part because it has, up until now, been seeking funding. The purpose of the project is to baseline user needs and expectations, deploy tactics with a view to delivering against those needs and expectations, evaluate the effectiveness of the tactics during and after implementation as measured against the initial baseline, but also to critique the outcomes of those tactics, and whether there has been a discernable difference both to the incidence of, and perceptions of, crime and safety. Sponsorship is now secured and the project will shortly commence pilot studies on four sites two of which are within the City of London area (Broadgate and Lloyds of London). This will entail evaluating existing research and data across these proposed locations together with a further evaluation of existing engagement and partnership arrangements. Live research is commencing in September 2008.

Area(s) for improvement

- Although there is a great deal of engagement undertaken by the force they acknowledge that there is still work to be done to ensure that relevant processes are sufficiently embedded to systematically capture all service users views and that these views feed into the continuous improvement cycle.

Quality of service complaints are dealt with effectively

Strengths

- The CoLP receives only a limited number of quality of service complaints from the public. However the force could evidence how information gleaned from appropriate ones was fed into the organisation through the Organisation Learning Board and used to improve service delivery as well as identify possible trends. One example related to the re-drafting of the pursuit policy after an incident.

Work in progress

None

Area(s) for improvement

- The force needs to ensure that there are processes in place to capture and monitor quality of service complaints other than those made directly to the Professional Standards Unit (PSU) or to officers themselves, for example letters of complaint sent to the local BCU headquarters.

The force is monitoring its compliance with the National Quality of Service Commitment

Strengths

- The CoLP communicates both the NQSC and the VCoP to the public via the force internet site as well as through the force magazine, 'Talkback'. Members of various minority groups can also obtain this information in their native tongue through a translation phone. It is also available in large print as well as in Braille.

Work in progress

- The CoLP has developed and implemented a process for monitoring its compliance with the NQSC. The force can identify where it is failing to meet the standards and takes action in response. These actions are formalised within a development plan which is monitored by the Quality of Service Delivery Group. However the level of such compliance is currently under further development and is recognised by the force as 'Work In Progress'. This work also includes featuring the key issues within the force risk register.

Area(s) for improvement

None

The force has integrated Citizen Focus and operational activity, such as contact management, response, Neighbourhood Policing, investigation and through the criminal justice process.

Summary statement

The force has implemented corporate service standards expected of all staff when dealing with the public. Satisfaction and confidence performance is partially integrated into BCU and force performance management processes.

Strengths

- The CoLP has adopted the same Citizen Focus strategic vision used by ACPO, which is 'to provide a policing service that secures and maintains high levels of satisfaction and confidence through the consistent delivery of a first class policing service that meets the needs of individuals and communities, and provides a service that people value'. In addition to this the force have introduced a new delivery structure for Citizen Focus overseen at the top level by the Citizen Focus Strategic Forum chaired by the assistant commissioner to help embed and drive this major change programme within the organisation.

- The CoLP has developed corporate standards around the way in which the organisation expects staff to deal with people with whom they have contact. These standards are called the CoLP's corporate service policy and Standard Operating Procedures (SOPs) and include standards around the public's access to staff such as publication of contact details both electronically and paper based as well as out of office and voice mail procedures.
- Evidence was found of staff receiving formal recognition and reward for delivering a positive experience to the public through letters of thanks and commendations.

Work in progress

- The CoLP is delivering an awareness programme to its staff in relation to the corporate service policy and to date estimates that 60% of personnel have received this input. Furthermore the training is tailored to the specific role the audience undertakes such as criminal justice units and control room staff. HMIC Reality checks highlighted the fact that although there are encouraging signs of an ongoing programme of awareness and communication knowledge of this policy was not widespread amongst the force and as such the training delivery needs to continue. The force is in the midst of formalising a training plan for the training together with an evaluation model to accompany it.
- The CoLP acknowledges that work is ongoing to co-ordinate the delivery of the Citizen Focus work streams, an issue which has been grasped by the ACPO lead for the force. Evidence which highlights the work underway to address this issue is the fact that there are now more rigorous project and programme controls in place to hold people to account for service delivery.
- The CoLP has created a Citizen Focus policing award which will be in addition to the existing awards conferred annually on members of the force. This awards ceremony is hosted by the Commissioner, and is the highlight of the force's annual dinner dance. This event is also attended by external partners and stakeholders and so the inclusion this year of the Citizen Focus award will raise the profile of this aspect of policing both with the force and in the perception of the stakeholders.

Area(s) for improvement

- The force needs to ensure it provides sufficient resources to sustain the Citizen Focus policing programme into the future. At the time of the inspection this role was the sole responsibility of one individual.

The Force is striving to ensure it provides a positive experience to every person with whom it has contact

Strengths

- The corporate service policy is championed by the assistant commissioner, who is the ACPO lead for Citizen Focus for the force. These standards are branded with the 'Citizen Focus Family' adopted by the CoLP and are published both on the website and intranet as well as in various other internal documentation. Compliance is monitored using various means such as mystery shopper exercises and quality

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assurance testing of telephone calls. In addition the force has introduced a quality call-back process in which the control room operators are required to call service users to determine how satisfied they were with the service they received.

Work in progress

None

Area(s) for improvement

- Although some compliance testing of the corporate service policy is undertaken, the force acknowledges that this needs to be a more formalised and systematic process.
- Although there is some evidence that the force tests the impact of local policing activity before and after the event to assess changes in the satisfaction and confidence levels of the public, this is not undertaken as a matter of course within an agreed framework.

Performance processes partially include local satisfaction measures, and locally established priorities

Strengths

None

Work in progress

- Currently the force can only produce satisfaction data to a divisional level which forms part of the BCU performance management processes. By July of this year mechanisms will be in place to provide drilled down data to a more focused ward level.
- In April 2008 the CoLP included specific wording around confidence measures within their surveys, with data available by the end of July 2008. This will form part of the developing performance framework.

Area(s) for improvement

None

The force can/cannot demonstrate that the relevant SPIs remain stable as a minimum.

	SPI 1e Satisfaction with the overall service provided		SPI 3b Satisfaction of users from minority ethnic groups with the overall service provided	SPI 3b Gap – comparison of satisfaction for white users and users from minority ethnic groups with the overall service provided
	Difference from MSF	2005/06 to 2007/08 change	2005/06 to 2007/08 change	+/-pp
CoLP	3.0 pp	5.3 pp	30.9 pp	-3.1 pp

Summary statement

The SPI data shows that force performance is better than the average for the MSF.

The SPI data also shows that force performance has significantly improved compared with two years ago.

Satisfaction of users from minority ethnic groups with the overall service provided is significantly improving.

There is a satisfaction gap between white users and users from minority ethnic groups with the overall service provided. Users from minority ethnic groups are 3.1 percentage points more satisfied.

Context

The SPI statistics are obtained from the PPAFs to March 2008. These statistics are survey based and have been analysed for statistical significance, which can be explained in lay terms as follows: ‘The difference in performance between the force and the average for its MSF is unlikely to have occurred by chance.’

Note: When comparing the force’s performance with previous years, year-on-year statistical significance is explained as follows: ‘the difference in the force performance between the years compared is unlikely to have occurred by chance.’

There is a summary of the statistical analysis methodology at Appendix 3 at the end of this report.

Victims of crime and users of police services are surveyed using CoLP’s own user satisfaction surveys, which comply to national standards and thus allow comparison with other forces. Surveys are based on a sample size of 600 interviews per BCU.

Strengths

SPI 1e – satisfaction with the overall service provided.

84.1% of people surveyed in the year ending March 2008 were satisfied with the overall service provided, which is not significantly different to the average for the MSF.

Force performance significantly improved in the year ending March 2008; 84.1% of people surveyed were satisfied with the overall service provided, compared with 78.8% in the year ending March 2006.

SPI 3b – comparison of satisfaction for white users and users from minority ethnic groups with the overall service provided.

Force performance significantly improved in the year ending March 2008; 89.6% of users from minority ethnic groups were satisfied with the overall service provided, compared with 58.8% in the year ending March 2006.

There is a satisfaction gap between white users and users from minority ethnic groups with the overall service provided. Users from minority ethnic groups are 3.1 percentage points more satisfied.

Work in progress

None

Area(s) for improvement

None

Developing practice

See Appendix 2.

Appendix 1: Glossary of Terms and Abbreviations

A

ACPO	Association of Chief Police Officers
APA	Association of Police Authorities
ASB	Anti-social Behaviour

B

BCS	British Crime Survey
BCU	Basic Command Unit
BME	Black and Minority Ethnic

C

CDRP	Crime and Disorder Reduction Partnership
CPO	Crime Prevention Officer

D

DV	Domestic Violence
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F

FLAG	Front-Line Action Group
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H

HMIC	Her Majesty's Inspectorate of Constabulary
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I

IS&T	Information Systems and Technology
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K

KDI	Key Diagnostic Indicator
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M

MIU	Management Information Unit
MPS	Metropolitan Police Service
MSF	Most Similar Force(s)

N

NIM	National Intelligence Model
NHP	Neighbourhood Policing
NPIA	National Policing Improvement Agency
NPT	Neighbourhood Policing Team
NQSC	National Quality of Service Commitment
NRPP	National Reassurance Policing Programme

O

OBTJ	Offender brought to Justice
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P

PCSO	Police Community Support Officer
PI	Performance Indicator
PPAF	Policing Performance Assessment Framework
PSU	Professional Standards Unit

R

RTC	Road Traffic Collisions
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S

SARA	Scanning, Analysis, Response, Assessment
SGC	Specific Grading Criteria
SMART	Specific Measurable Achievable Relevant Timed
SOPS	Standard Operating Procedures

SPI Statutory Performance Indicator

SPOC Single Point of Contact

SPP Special Priority Payment

T

TCG Tasking and Co-ordinating Group

V

VCOP Code of Practice for Victims of Crime

W

WPOT Wards Policing Operational Team

Z

ZBB Zero Based Budgeting

Appendix 2: Developing Practice

Neighbourhood Policing

- 2.1b1 Once the National Business Reassurance project is developed to a workable and transferable level then consideration should be given to sharing this innovative approach nationally to appropriate forces.

Appendix 3: Assessment of Outcomes Using Statutory Performance Indicator Data

Context

The HMIC grading of Neighbourhood Policing and Citizen Focus for each force takes performance on the key SPIs as a starting point. These are derived from the PPAF and are survey based.

The survey results come from two different sources:

- **Neighbourhood Policing**
Results come from the BCS, which questions the general population. The annual sample size for the BCS is usually 1,000 interviews per force.
- **Developing Citizen Focus Policing**
Results come from forces' own user satisfaction surveys. The annual sample size for these user satisfaction surveys is 600 interviews per BCU.

Understanding survey results

The percentage shown for each force represents an estimate of the result if the whole relevant population had been surveyed. Around the estimate there is a margin of error based on the size of the sample surveyed (not on the size of the population).

This margin is known as a **confidence interval** and it will narrow or widen depending on how confident we want to be that the estimate reflects the views of the whole population (a common standard is 95% confident) and therefore how many people have to be interviewed. For example, if we have a survey estimate of 81% from a sample of approximately 1,000 people, the confidence interval would be plus or minus 3 and the appropriate statement would be that we can be 95% confident that the real figure in the population lies between 78% and 84%.

Having more interviewees – a larger sample – means that the estimate will be more precise and the confidence interval will be correspondingly narrower. Generally, user satisfaction surveys will provide a greater degree of precision in their answers than the BCS because the sample size is greater (1,000 for the **whole force** for the BCS, as opposed to 600 **for each BCU** for user satisfaction).

HMIC grading using survey results

In order to **meet the standard**, forces need to show no 'significant' difference between their score and the average for their MSF or against their own data from previous years.

Consequently, force performance could be considered to be 'exceeding the standard' or 'failing to meet the standard' if it shows a 'significant' difference from the MSF average or from previous years' data.

HMIC would not consider force performance as 'exceeding the standard' if SPI data were travelling in the wrong direction, ie deteriorating. Likewise, credit has been given for an upward direction in SPI data even if performance falls below the MSF average.

Understanding significant difference

The calculation that determines whether a difference is statistically significant takes into account the force's confidence interval and the confidence interval of its MSF.¹ The results of the calculation indicate, with a specified degree of certainty, whether the result shows a real difference or could have been achieved by chance.

This greater level of precision is the reason why a difference of approximately two percentage points is statistically significant² in the case of the user satisfaction indicator, whereas a difference of around four percentage points is required for the BCS indicators. If the sample size is small, the calculation is still able to show a statistically significant difference but the gap will have to be larger.

[Produced by HMIC based on guidance from the NPIA Research, Analysis and Information Unit, Victoria Street, London.]

¹ The BCS results are also corrected to take account of intentional 'under-sampling' or 'over-sampling' of different groups in the force area.

² It is likely that there is a real, underlying difference between data taken at two different times or between two populations. If sufficient data is collected, the difference may not have to be large to be statistically significant.