



Inspecting policing  
in the public interest

**Policing in austerity:  
One year on**

**City of London Police  
July 2012**

# Contents

<b>About this review</b>	<b>3</b>
<b>Summary</b>	<b>4</b>
<b>Money – meeting the savings</b>	<b>6</b>
What is the financial challenge in the City of London Police?	6
<b>People – reconfiguring the workforce</b>	<b>7</b>
What is the impact on the workforce?	7
What is the effect on the front line?	8
Number and proportion of officers, PCSOs and staff in frontline roles	8
Number and proportion of police officers in frontline roles	8
<b>Public – reviewing the services you receive</b>	<b>10</b>
What proportion of police officers and police community support officers are visible and available to the public?	10
How is the way you can access policing services changing?	10
Has there been any change in crime levels over the last year?	11
Does the force’s own survey work show any change in public satisfaction with the service they provide?	12

## About this review

In October 2010, the Government announced that the central funding provided to the police service would reduce by 20% in the four years between March 2011 and March 2015.

Her Majesty's Inspectorate of Constabulary (HMIC) carried out an inspection of all 43 police forces in England and Wales in Spring 2011, to see how they were planning to meet this financial challenge. When the results were published in July 2011 (search for 'Valuing the Police' on [www.hmic.gov.uk](http://www.hmic.gov.uk)), we committed to returning one year later to report on progress, and to assess whether there had been any impact on the service provided to the public.

A thematic report, *Policing in Austerity: One year on*, brings together the findings from all 43 forces and looks at the picture in England and Wales. We found that, across England and Wales:

1. Forces have risen to the financial challenge, balanced the books and largely maintained the service they provided to the public in year one;
2. Their plans show that over the whole spending review period (i.e. until March 2015), they are working to protect, although not preserve, frontline services;
3. As there are significant variations between force plans and performance, HMIC has some concerns about whether all forces can sustain this position;
4. Forces should ensure the changes they are making now transform efficiency and will provide a strong enough foundation to face future spending reviews.

This report summarises the findings for City of London Police, and is based on data provided by the force in February 2012.<sup>1</sup>

HMIC will continue to monitor the progress made by the force, and to publish the results on our website ([www.hmic.gov.uk](http://www.hmic.gov.uk)).

---

<sup>1</sup> Figures are rounded (financial figures to the nearest million and workforce figures to the nearest 10) and financial figures are in cash prices.

## Summary

The challenge for police forces and police authorities isn't just to balance the books, but to transform the way they deliver policing and make it more efficient, so that the public can continue to receive improving services.

The City of London Police is responsible for policing the Square Mile in the heart of London, with around 10,000 residents and over 300,000 people travelling in to work. The force also has the fewest number of employees, with around 1200 officers and support staff. In addition to policing the centre of London, the force has national responsibilities for the investigation of economic crime.

The force has the lowest annual budget of all police forces in England and Wales, but the largest percentage reduction from the comprehensive spending review announced in 2010. It has a history of bringing down costs while improving its performance, and this has put it in a good position as the force worked towards understanding and addressing the financial challenge. As a result, it is expected to achieve its savings target by March 2015.

Funding for the City of London Police comes from a wider range of sources than the other Home Office forces, all of which are subject to change. This brings added complexity to their financial planning.

The City of London Police has prepared detailed plans for how they expect to deliver policing services within their anticipated budgets over the next three financial years. This will mainly be by introducing more efficient ways of doing business, and the use of reserves, or savings.

The force is implementing a new model for the way it is organised and does business, which includes a requirement for fewer officers and members of police staff. They anticipate increasing the amount of cash and proceeds of crime they seize from criminals under an incentivisation scheme which allows the force to keep some of the proceeds. They are also exploring sharing services with other police forces, notably British Transport Police and the Metropolitan Police Service, in addition to maximising the use of staff and other resources with the City of London Corporation.

Because of the changes it is making City of London Police will be able not only to balance the books but also to increase the proportion of its workforce in frontline, crime-fighting roles. By 2015 67% of its workforce will be on the front line, although this is lower than the proportion for England and Wales as a whole. The proportion of police officers on the front line will increase over the same period from 79% to 82%: again, this will result in a lower percentage than in other forces.

Unlike in England and Wales as a whole, crime is increasing in City of London. The force attributes the small increase to additional crimes associated with the high profile demonstration outside St Paul's cathedral. 86% of victims were satisfied with the service from City of London Police, which is in line with national figures.

The following sections of this report explore: money (how much City of London Police needs to save and its progress in achieving this); people (its planned changes to the number and type of its workforce and the effect of this on the front line); and the impact on services to the public. We have looked at these areas because they are important in helping the public, not only to understand how your force is meeting savings, but how it continues to improve the services you receive.

## Money – meeting the savings

### What is the financial challenge in the City of London Police?

**£17 million** – the amount City of London Police will need to save between 2011 and 2015 (based on the force's calculations). There are five forces in England and Wales with larger savings to make as a proportion of their overall budgets.

**By Spring 2012, City of London had developed plans which outlined how it will achieve £17m (100%) of its savings requirement.**



City of London's four-year plan is based on the force saving £10m by March 2012 (i.e. in the first year of the budget reductions). The force reported that by December 2011 it had already saved £4m.

Within the force's plans are a number of assumptions on future costs, including pay increases, rate of inflation and the level of funding it will receive. If these change this may impact on the amount of savings the force has to find.

Forces will continue to develop the detail of their plans between now and 2015 and this may also affect the amount of savings required as they revise their assumptions, further develop the detail of their savings plans and update their financial plans as part of ongoing budget management.

## People – reconfiguring the workforce

### What is the impact on the workforce?

**130** – the number of posts the force plans to cut by 2015. (This is the net change in posts taking account of an increase in the number of police staff.) 140 of these will be police officer posts. This is a 16% reduction in police officer posts, compared with a 10% reduction across England and Wales.

Because 81% of police budgets (on average) is spent on staff costs, it is not surprising that forces across England and Wales are planning to achieve most of their savings by reducing the number of police officers, police community support officers (PCSOs) and police staff they employ.

According to data provided by the force in February 2012, City of London Police is planning to make the following changes to its workforce between March 2010 and March 2015. (We use March 2010 as our starting point here because many forces started to reduce their workforce in the year before the funding cut was implemented, anticipating that they would have to make savings later on.)

	<b>31 March 2010 (actual)</b>	<b>Planned Change 31 March 2010 – 31 March 2015</b>	<b>% change in City of London</b>	<b>% change across England and Wales</b>
<b>Officers</b>	850	-140	-16%	-10%
<b>PCSOs</b>	50	-40	-69%	-10%
<b>Police staff</b>	310	40	12%	-19%

#### Notes:

2010 is a snapshot of the number of people in post, whereas the 2015 data is projected number of posts. All workforce figures are rounded to the nearest 10; columns may therefore not add up. In the workforce baseline data (March 2010), an 'Other' function is included within the non front line. This is made up of staff absent from duty due to maternity / paternity leave, career break, full time education or suspension, and those on long-term leave (sickness, compassionate, special and unpaid leave). In March 2010 the 'Other' function made up 1 percent of the total workforce across England and Wales. The projected data for March 2015 was provided by forces, and forces have budgeted for this in different ways. As a result there will be some variability when used for comparisons. Police staff actual figures for 2010 include Designated Officers. Designated Officers are not included in 2015 estimated figures.

## What is the effect on the front line?

HMIC defines the people who work on the police front line as: “those who are in everyday contact with the public and who directly intervene to keep people safe and enforce the law.”

**67%** – the proportion of the total workforce (i.e. officers, PCSOs and staff) City of London Police estimates will be working on the front line by 2015.

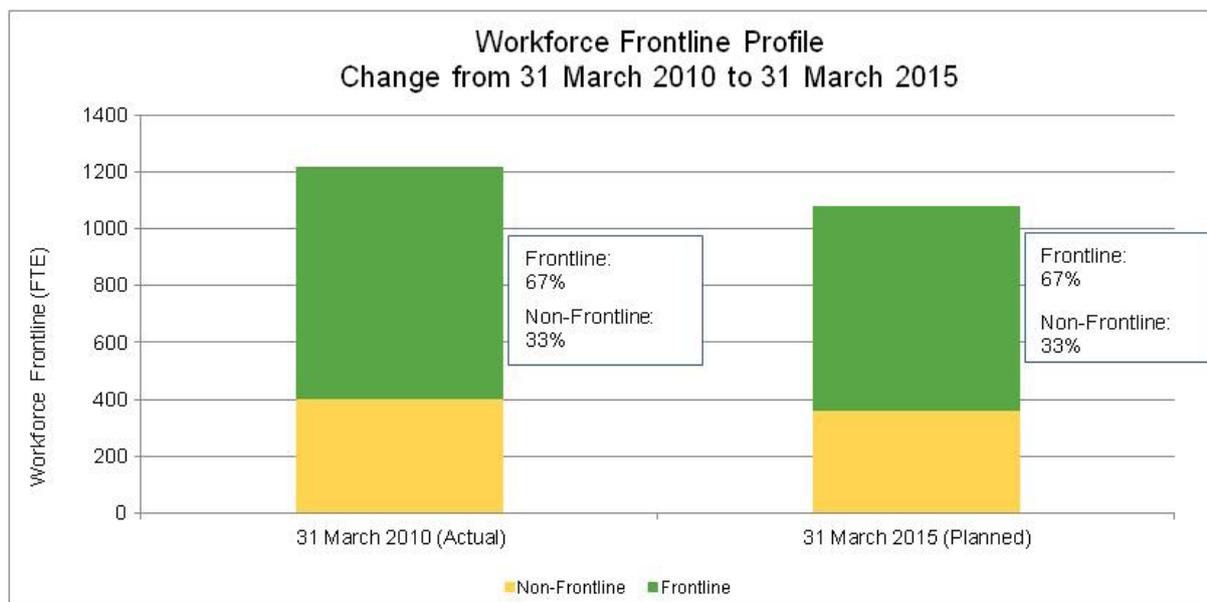
**82%** – the proportion of police officers specifically the force estimates will be working on the front line by 2015, an increase of three percentage points when compared with 2010.

## Number and proportion of officers, PCSOs and staff in frontline roles

The **number** of officers, PCSOs and staff (i.e. the force’s total workforce) working on the front line will drop from 810 in March 2010 to an estimated 720 by March 2015.

Based on these figures, the **proportion** of City of London Police’s total workforce allocated to frontline roles will remain the same at 67%. This compares with an overall increase across England and Wales from 67% to 74%.

The following chart shows the change in the workforce frontline profile for City of London Police.

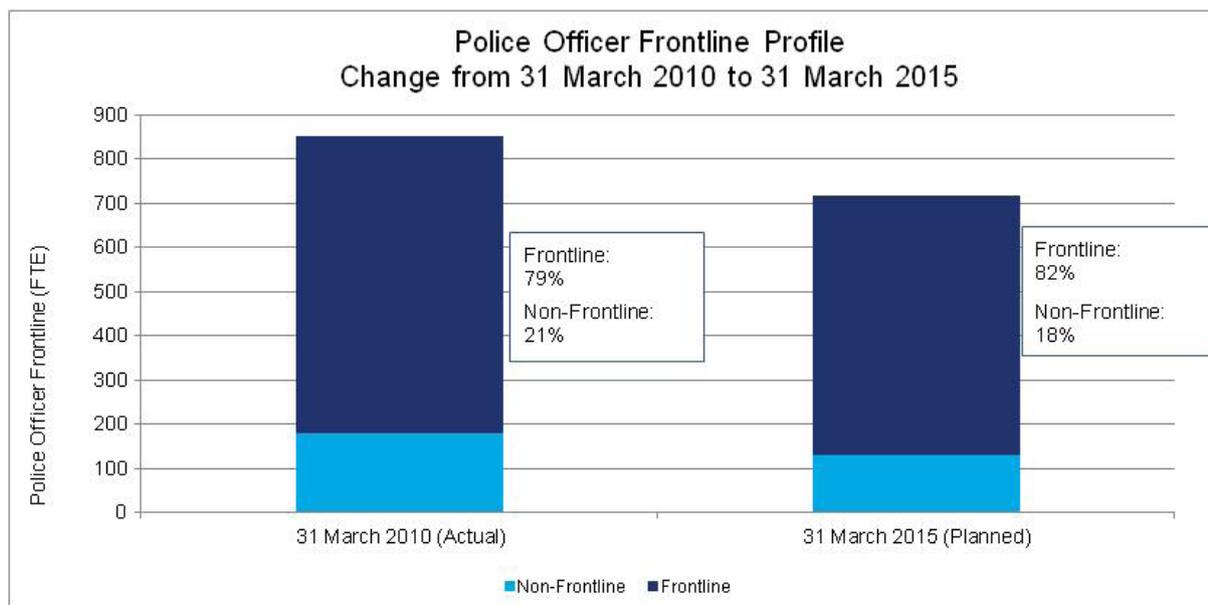


## Number and proportion of police officers in frontline roles

Looking specifically at police officers: the **number** of officers working on the front line will

reduce from 670 in March 2010 to an estimated 590 by March 2015. The number working in non-frontline roles will also reduce (from 180 to 130).

Based on these figures, the **proportion** of City of London police officers allocated to frontline roles will increase from 79% to 82%, as the following chart shows. This is lower than the figure for England and Wales, which is 89%.



## Public – reviewing the services you receive

### **What proportion of police officers and police community support officers are visible and available to the public?**

**52%** – the proportion of police officers and PCSOs which City of London allocates to visible roles (such as officers who respond to 999 calls, deal with serious road traffic accidents or patrol in neighbourhoods). This is less than the England and Wales figure.

HMIC defines ‘visible’ as police employees who wear uniform and mainly work in public. ‘Available’ means police officers and PCSOs who are actually ready for duty (i.e. as opposed to being on a training course, attending court, off shift, on leave or sick, etc).

It is important to note that the work done by those in visible roles represents only a part of the policing picture. Chief constables need to allocate resources to many other functions in order to protect the public, such as counter terrorism, serious and organised crime and child protection (to name just three).

Research has shown that people who see the police at work in uniform at least once a week are more likely to have confidence in their local force (see our 2011 report *Demanding Times*, available from [www.hmic.gov.uk](http://www.hmic.gov.uk)).

HMIC recently looked at whether City of London Police has police officers available when they are most likely to be needed, a repeat of a survey which we last carried out in 2010. This showed a decrease in the proportion of police officers and PCSOs available in visible roles at key times.

### **How is the way you can access policing services changing?**

Forces are exploring different ways in which the public can access policing services. They are making more use of the internet and social media to communicate with people and reviewing the number of face-to-face access points they need.

City Of London will not change the number of front counters and other locations (e.g. libraries or local authority buildings) where you will be able to physically access policing services between 2010 and 2015.

## Has there been any change in crime levels over the last year?

**1%** – the increase in recorded crime levels overall in City of London between years ending December 2010 and December 2011 (compared with a 3% fall across England and Wales).

The first job of the police is to reduce crime and keep the peace; and in 2010 the Home Secretary Theresa May stated that she expects forces and authorities to make financial cuts while still reducing crime, and without impacting on the front line.

The table below shows how rates of crime changed between years ending December 2010 and December 2011. (ASB is not included because data is not available for the same time period; however, HMIC has examined how this problem is tackled in City of London in a separate report, which is available on our website.)

Type of crime	Difference between years ending Dec 2010 and Dec 2011 in City of London	Difference between years ending Dec 2010 and Dec 2011 across England and Wales
All crime	1%	-3%
Victim-based crime*	4%	-2%
Robbery	-10%	3%
Burglary	1%	-1%
Criminal damage & Arson	25%	-9%

\*This category includes all crime where there is a direct victim – either an individual, a group, or an organisation.

We have chosen these types of crime to give an indication of the nature of offending in City of London. For information on the frequency of other kinds of crimes in your area, go to [www.hmic.gov.uk/crime-and-policing-comparator](http://www.hmic.gov.uk/crime-and-policing-comparator) where you will find more detailed information. You will also find links to the force's own website, where it publishes the latest crime figures.

## **Does the force's own survey work show any change in public satisfaction with the service they provide?**

As forces reconfigure their resources to meet the budget challenge it is important that they understand the impact on service delivery. One way of measuring whether this is changing is by tracking how satisfied the public are with the overall service they receive when they seek police assistance.

The overall victim satisfaction for City of London is 86%, which is in line with the rate for England and Wales as a whole.