Performance and Resource Management Sub (Police) Committee

Date:	**FRIDAY, 8 FEBRUARY 2013**
Time:	**12.30 pm**
Venue:	**COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL**

Members: Deputy Douglas Barrow (Chairman)
Bob Duffield
Deputy Keith Knowles
Kenneth Ludlam
Don Randall

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Lunch will be served in the Guildhall Club at 1pm

Chris Duffield
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**

3. **MINUTES**
   To agree the public minutes and summary of the meeting held on 14 November 2012.
   For Decision
   (Pages 1 - 4)

4. **HMIC VALUE FOR MONEY PROFILE 2012**
   Report of the Commissioner.
   For Information
   (Pages 5 - 122)

5. **PERFORMANCE AGAINST TARGETS IN THE POLICING PLAN, APRIL TO DECEMBER 2012**
   Report of the Commissioner.
   For Information
   (Pages 123 - 148)

6. **POLICING PLAN TARGETS FOR 2013-14**
   Report of the Commissioner.
   For Information
   (Pages 149 - 190)

7. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

8. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

9. **EXCLUSION OF THE PUBLIC**
   MOTION - That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

Part 2 - Non-Public Agenda

10. **NON-PUBLIC MINUTES**
    To agree the non-public minutes held on 14 November 2012.
    For Decision
    (Pages 191 - 192)

11. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

12. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB-COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

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**POLICE PERFORMANCE AND
RESOURCE MANAGEMENT SUB COMMITTEE**

14 November 2012

Minutes of the meeting of the **POLICE PERFORMANCE AND RESOURCE MANAGEMENT SUB COMMITTEE** held at Guildhall, EC2 on Wednesday, 14 November 2012 at 11 am.

Present

Members
Deputy Doug Barrow (Chairman)
Deputy Keith Knowles
Kenneth Ludlam
Don Randall

Officers
Neil Davies	Head of Corporate Performance and Development
Alex Orme	Senior Policy Officer
Ignacio Falcon	Policy Officer
Suzanne Jones	Business Support Director
Steve Telling	Chief Accountant

City of London Police
Ian Dyson	Assistant Commissioner
Eric Nisbett	Director of Corporate Services
Hayley Williams	Secretariat Manager

1.   **APOLOGIES**
     Apologies were received from Bob Duffield.

2.   **DECLARATIONS BY MEMBERS OF ANY PERSONAL AND PREJUDICIAL INTERESTS IN RESPECT OF ITEMS ON THIS AGENDA**
     There were none.

3.   **MINUTES**
     The public minutes and summary of the meeting held on 5 September 2012 were agreed.

     Matters Arising
     (p.2) Business Continuity Audit Exercise - The Assistant Commissioner confirmed that the next exercise was scheduled to be held on 10 December 2012.

4.   **PERFORMANCE AGAINST TARGETS FOR THE POLICING PLAN 2012-15 – SECOND QUARTER 2012/13**

The Sub-Committee considered a report of the Commissioner detailing the Force's performance against the Policing Plan targets for the first and second quarters of 2012/13. Out of 18 targets, three had an 'amber' status.

There was a general discussion about factors that might have impacted on performance until the end of quarter 2, including the London 2012 games. Members also showed interest on the introduction of new shift patterns as part of the City First changes.

Joint CoLP and CoL initiatives to address issues relating to the increase in Night Time Economy were also discussed.

Members proceeded to make specific comments about the targets, as follows:-

Target 11- Victim-based violent crime – The target was expected to be back in 'green' by the end of quarter 3, seeing that the comparable period had experienced high levels in 2011-12.

Target 13 – Road collisions – Members expressed some concern over the Force's capacity to influence performance in this area. The Assistant Commissioner recognised the challenge, although he drew attention to the improving performance in the area (the target had been missed in the past).

RESOLVED – That the report be received and its contents noted.

5. **HUMAN RESOURCES MONITORING INFORMATION APRIL 2012 – MARCH 2012**
The Sub-Committee considered a report of the Commissioner setting out the Force's Human Resources monitoring data for the period April – September 2012.

There was a general debate about factors which might lead to low levels of staff morale, and whether these related to local (City First, etc.) or national changes (pension, Winsor review, etc.).

On a more specific issue, the Assistant Commissioner explained that the rise of fixed-terms contracts related to some funding streams, particularly in the Economic Crime Directorate, not being guaranteed in the long-term.

RESOLVED – That the report be received and its contents noted.

6. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were none.

7. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
There were none.

8. **EXCLUSION OF THE PUBLIC**

RESOLVED – That under Section 100A of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involved the disclosure of exempt information as defined in Part 1 of Schedule 12A of the Local Government Act.

Item No.	Exempt Paragraphs
9 – 11	4

ITEMS CONSIDERED WHILST THE PUBLIC WERE EXCLUDED

9. NON-PUBLIC MINUTES
The non-public minutes of the meeting held on 5 September were agreed.

10. BUDGETED WORKFORCE
The Sub-Committee received a report of the Commissioner.

11. CITY FIRST CHANGE PROGRAMME
The Sub-Committee received a report of the Commissioner.

12. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE
There were none.

13. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED
There were none.

The meeting closed at 12 noon

CHAIRMAN

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e-mail: ignacio.falcon@cityoflondon.gov.uk

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Committee(s):	Date(s):	
Performance and Resource Management Sub Committee	8th February 2013	
Subject: City of London Police – HMIC Value for Money Profile 2012		**Public**
Report of: Commissioner of Police POL		**For Information**

Summary

Her Majesty's Inspectorate of Constabulary (HMIC) produces Value for Money (VFM) profiles for all police forces as a means of comparing budgets and spending with each other (Appendix A). The majority of forces fall into defined clusters using most similar groupings. The City of London, by its very nature does not have a most similar comparator and as such shows as an "outlier" in a number of areas (definition of an 'outlier' is if the force is shown in top or bottom 10 percent and the effect is greater than £1 per head of population).

This report is accompanied by a detailed breakdown (Appendix B) of areas where the City of London Police are identified as outliers, which include areas including ;overall expenditure; cost per officer; Non- Staff costs; workforce FTEs; workforce and crime trends and a number of other areas identified by the City of London Corporation Chamberlain's Department who were consulted in the preparation of this analysis, as being of interest. Where similar areas have been looked at in previous VFM reports the ranking has been included to identify any extremes in direction of travel.

A brief rationale is provided on each of the areas in order to clarify why the Force is shown as an outlier. Where applicable an indication of the future costs, as projected by the City First Change Programme, has been included.

The common themes that have been identified as positioning the City of London Police as an outlier in a number of the areas include :

- Not accounting for the higher cost of staff salaries and services in London.
- The Force does not benefit from the economies of scale enjoyed by larger Forces.

- There is a requirement for the Force as a Home Office force, to perform the same functions and roles as that of larger forces, to provide a policing service to the City Community.

From the main findings from the VFM profiles there are no unexpected findings when the points above are considered.

Recommendations
It is recommended that this report be received and its contents noted.

Main Report

Background

1. Her Majesty's Inspectorate of Constabulary (HMIC) produces Value for Money profiles for all police forces as a means of comparing budgets and spending between forces (Appendix A). The majority of forces fall into defined clusters using most similar groupings. The City of London Police force, by its very nature does not have a most similar comparator and as such is an'outlier' in a number of areas (definition of an outlier is if it is in the top or bottom 10 percent and the effect is greater than £1 per head of population). An important factor not accounted for in the profiles is the higher cost of staff and services in London. The Force has been identified as an outlier in a number of areas including ;overall expenditure; cost per officer; Non- Staff costs; workforce FTEs; workforce and crime trends.

2. Where applicable, the 'per thousand population' calculations are based on a 'notional' combined working and resident population of 308,000 (2011 figure 316,500). This however, does not take account of the City's large visitor and transient population numbers.

Current Position

3. This report provides a breakdown in table form of areas where the City of London Police are identified as an outlier and also other areas identified by the City of London Corporation Chamberlains Department, who were consulted in the preparation of this analysis, as being of interest. Directorate/Department heads have provided a brief rationale on their respective areas in order to clarify why the Force is shown as an outlier.

City First

4.   Where possible an indication of the future costs as projected by the City First Change Programme has been included. City First's objective is to deliver a policing model that allows the City of London Police to meet its objectives within a budget that is being reduced by about 20 per cent over the next four years, as a result of the Government's Comprehensive Spending Review.

5.   This has involved carrying out a comprehensive review of the force's operations and design; every aspect is being reviewed and assessed to make sure that it is efficient, necessary, offers value for money and supports the force's policing priorities. The City First Change Programme has considered ways the Force can increase its income or reduce its costs and if there are opportunities to achieve greater efficiency or reduce costs by working in partnership with other organisations to deliver services these will be explored.

6.   At the conclusion of the City First Change Programme, a programme of continuous improvement through business as usual, will be embedded to ensure that processes and procedures are assessed and that services are being delivered in the most effective and efficient way. This will allow us to constantly evaluate the demand on the service from the threats, harm and risks facing the force, and shape services around this. It will therefore enable the Force to focus on where it can reduce costs whilst seeking to maintain high performance.

Conclusion

7.   The Value for Money profile 2012 does not throw up any surprises due to the unique nature of our location and remit. The high cost of services and salaries allied to a small per head of population figure will always position the Force as an outlier in comparison with regional forces. The programme of work that will carry on after the City First change programme will continue to explore and drive efficiency in all areas of our services. With an ever increasing demand on our services in a tight financial environment, efficiency and value for money are fundamental to the decision making processes of the City of London Police particularly where it relates to service provision, and this will continue to be the case.

Recommendations

8.   It is recommended that this report and appendices are received and the contents noted.

Appendices
HMIC Value for Money Profile 2012
HMIC Value for Money Profile 2012 Analysis report

Contact:
Chief Inspector Tony Cairney
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Tony.cairney@cityoflondon.police.uk

HMIC Value for Money Profiles 2012

City of London Police

compared with all forces in England and Wales

The forces in the most similar group can be identified in the charts in this section by using the key below

a   City of London

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Section One – Workforce and Costs

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Introduction

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Introduction

How can forces and Police and Crime Commissioners (PCCs) make the right decisions about improving value for money? While a private sector organisation can point to the 'bottom line' as the rationale for their choices, there is no agreed equation which derives value for money for policing. However, forces do have one key advantage over the private sector: access to detailed information from other similar organisations.

By exploiting the benefits of similarity, forces can reduce complexity. How? By comparing their own costs and performance with those of organisations facing similar conditions. HMIC's value for money profiles are designed for that purpose. They enable local managers and PCCs to ask the right questions, and expose areas where costs are high or performance could be improved. This also makes them integral to HMIC's approach to risk-based inspections.

The profiles are best used as part of a comprehensive performance review system. Many forces are already doing this, using the data contained in the profiles to decide where their attention should best be focused. Those forces have found that challenging costs and performance is never straight forward. There are always a range of plausible reasons that need to be assessed. A sceptical attitude is best. Never let a good story get in the way of the facts!

With these uses in mind, the profiles are designed to be:

- Relevant – using the most useful, nationally available information
- Accurate - as data is subject to a systematic quality assurance process (described below)
- Timely - produced in October each year, when key budget decisions are taken.
- Easy to use - information presented in a structured and logical format. Time saved by viewing several related charts and tables per page (or screen). Profiles can be used as a booklet and present extremely well on IPads or other tablet devices.
- Focused – key differences identified, showing the impact of the difference between force and average. In addition, chevrons highlight the largest differences.
- Unbiased - the facts, without the application of arbitrary weightings
- Balanced - compares relative performance with relative expenditure

Use them as a reference document.

How to use the profiles

The purpose of the profiles is to help you compare your force with others. Most of the data is presented as bar charts so you can see the range of forces and where your force sits. A horizontal line runs across each bar chart and represents the simple average.

Your force is highlighted in black, but you will also notice some other forces highlighted in a darker blue. This group of forces are considered to be most similar to your force, sharing similar demographic characteristics. For this reason they make for a better comparison than with other forces. They are generally referred to as the MSG or the most similar group.

The bulk of forces fall into defined clusters to form a Group, but there are a few who are less closely clustered. These are the Metropolitan Police, Dyfed-Powys, Surrey and the City of London. These forces are still included within a most similar group, but their appearance as an outlier needs to be treated with more caution.

The MSG was designed to more fairly compare levels of crime between forces, rather than costs. They do not take account of the fact that some areas, such as London, have higher costs than elsewhere. However, they are still useful as a cost comparison as forces in a high crime MSG such as that for large urban forces are likely to have more resources, such as more police officers per head of population.

The profiles are presented in the form of logic trees with the data broken down progressively from left to right. By following the branches of the logic tree, you can identify the reason(s) for difference between your force and the others. For example, is this force spending more on police officers because there are more of them (officers per population) or because they are more expensive (cost per officer).

The small blue tables on most pages include key numerical data presented in the charts. Often they include a more detailed list of functions and costs. Reading from left to right, the tables include: a short description of the function (or crime type), followed by the volumes (e.g. Staff numbers / costs or numbers of crimes); the ratio for comparison such as your force's cost per head of population and the average costs per head of population (either the "all" England and Wales average or the "Group" MSG average).

To the right of the main table, we show how much more or less it is costing your force as a result of costs being higher or lower than the average. The more detailed financial pages include a further table. This shows whether your force spends disproportionately more than the average on police officers. Taking the call centre function for example, you might question why some forces have disproportionately higher police officer costs compared with the average.
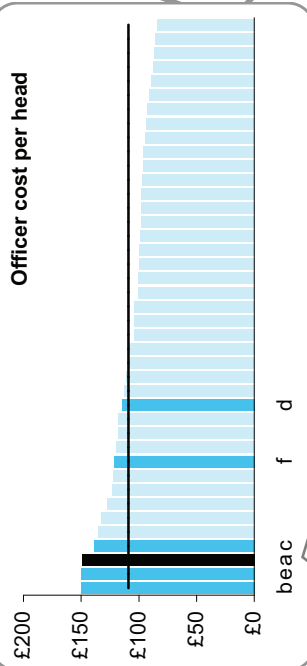
You will notice the appearance of chevrons against some cost of difference calculations. These figures are highlighted if the indicator puts the force in the top or bottom ten percent and the effect of the difference is greater than £1 per head of population.

GUIDANCE PAGE - How to read a profile
POLICE OFFICERS
2012/13 estimates £ per head of population

These charts break down police officer costs into salary and overtime costs (OT). Police officer overtime costs are also shown as a percentage of the overall salary costs.

...are also presented. ...Home Office published FTE ...n at 31st March 2012, and so

1. Logic trees breakdown left to right, comparing force (a) to most similar group (highlighted) as well as all forces in England and Wales.

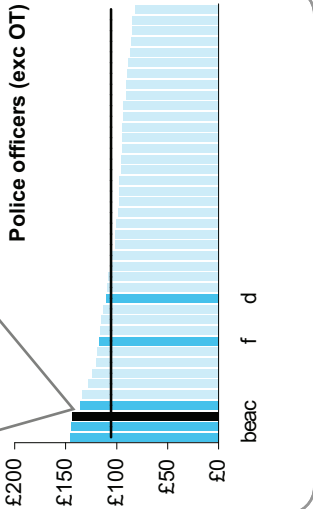**2.** The force has some of the highest officer costs per pop nationally…

3. …equating to a difference of £105.3m to national average.

4. This chart shows a breakdown of the previous chart, revealing overtime has little bearing on officer costs.

5. They are in line with most similar group but £3m above national average.

6. The force has more officers per pop than national average and the 3rd highest nationally, equating to a difference in cost of £111.2m (see table).
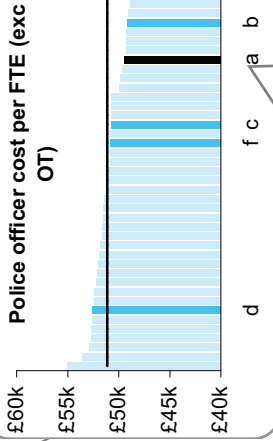
7. The cost of individual officers in force are relatively low.

N.B Outliers are highlighted with red chevrons and fall within the top or bottom 10% of forces, where applicable with a financial value of more than £1 per head.

Officer cost per head

Police officers (exc OT)

Police officer overtime % salary

Police officer FTE per 1,000

Police officer cost per FTE (exc OT)

	£m	£/head	Avg	Diff. £m
Police officers (exc. OT)	376.6	143.2	105.5	99.3
Police overtime	15.1	5.8	3.5	6.1
Total	391.8	149.0	108.9	105.3

PO overtime % salary		% sal	Avg	Diff. £m
National functions		0.4%	0.1%	1.0
Other		3.6%	3.1%	1.9
Total		4.0%	3.3%	2.8

			Avg	Diff. £m
FTE/1,000		2.89	2.07	111.2
£000/FTE		£49.5k	£51.1k	-12.4

Budgeted FTE 2012/13 (POA	7,608
FTE Mar 12 (ADR502)	7,498

Source: POA Statistics 2012/13 estimates and ADR502

HMIC

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Data quality

HMIC gives every force the opportunity to check their Chartered Institute of Public Finance and Accountancy (CIPFA) financial estimates data and Home Office management data (excluding crime data which is checked by the Home Office) through a systematic quality assurance process:

- CIPFA apply arithmetic and reconciliation checks
- Each force is asked to check their statistical outliers
- Each force receives a draft profile to check again
- HMIC resolves inconsistencies identified by ourselves and forces

Each year forces identify some anomalies or inconsistencies, which HMIC try hard to resolve. HMIC strongly encourage forces to make the necessary changes, but forces are responsible for the data they have submitted. As a result some anomalies may remain.

There are a number of ways to identify them. First, where significantly higher than average costs in one function are also shown against lower than average costs in another related function. One example is extremely high HR costs compared with extremely low training costs. Second, where costs are surprisingly low or high. Lastly, some urban forces are reporting comparatively low rates of criminal damage and anti social behaviour incidents. This probably reflects differences in the ability of IT systems to capture all the data.

Validity of comparisons

Collaboration and contracting out A few forces have raised concerns about the validity of staff comparisons between forces involved in collaborations and/or contracting out and others. Forces that lead collaboration by providing services to other forces, are concerned that higher staff numbers will reflect badly in their comparisons and distort the MSG averages. Others suggest that the comparison of non staff costs, when some forces are contracting out large parts of their organisation, is less than useful.

While we are aware of these issues, we are not yet convinced of the need to remove the relevant pages. Instead we have included an additional summary expenditure page by function, opposite the summary staffing page. Comparison of the net cost or staffing numbers by function, makes it clear which forces are involved in collaboration with other forces and which with the private sector. The non staff costs page is also retained because it so clearly identifies forces – currently Lincolnshire and Cleveland – who have undertaken large scale initiatives.

To help further with comparisons, an appendix includes a list of forces that have contracted out some or most of their custody function as well as those involved in Private Finance Initiatives (PFI). This provides some context, especially when comparing premises costs where a PFI scheme is involved.

Earned income vs. government grant Another concern, identified by North Wales Police, concerns the recording of Criminal Record Bureau (CRB) funding. Most forces have coded CRB funding as earned income while others have coded it as a grant. The POA guidance clearly states that CRB income be coded to grants. The relevant forces have been contacted and asked to submit corrections which are included.

Use of budgeted and actual staff numbers The profiles include staff numbers drawn from two data sets: the Home Office annual data return (ADR 502) which is a snapshot on 31st March of full time equivalent staff in post and the police objective analysis which counts the average, budgeted, full time equivalent staff.

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In general the profiles use police objective analysis (POA) budgeted staff numbers to make detailed financial comparisons between forces. POA is a relatively recent invention and prior to 2011-12, had not been checked by HMIC. Consequently, it cannot provide a time series long enough to show changing trends. For this purpose the ADR is used because it can display data, which has been checked, over several years. ADR staff numbers are mostly used to present overall staff trends: police officers, PCSOs or police staff. Occasionally they are used to compare measures of police activity between forces.

Although the profiles show the budgeted POA and ADR 502 ftes side by side, there is no expectation that they be the same for two main reasons. First, the POA staff numbers are an average over the following financial year (2012-13), while the ADR is a snapshot at the end of the previous year (March 31st 2012). Second, the POA counts budgeted staff and will therefore include vacant posts, while the ADR counts the actual staff in post. You may notice a large difference between the two data for police staff numbers. This may be due to reductions in staff numbers between the end of one financial year and the start of the next.

Restorative justice For a force to submit a count of Restorative justice (RJ) to the Home Office, the only requirement is for the force to have a local policy in place. As there is no definition that would allow comparison, RJs are unlikely to be a National Statistic and are not included in the profiles.

New data sets

Emergency and priority incidents per population The data shows how the demands on your force for the two highest priority calls differ from your most similar forces and others. Total emergency and priority incidents [i] are broken down into those related to crime, anti social behaviour (ASB) and other incidents. This data is drawn from force command and control systems and therefore will not include all recorded crimes or incidents.

A striking feature of other EP incidents is that the average exceeds that for the averages of crime and ASB. Further research by HMIC at six forces [ii] has revealed that a handful of categories included in 'other incidents' account for around 50 percent of the total. These invariably include: concerns for welfare (which can include individuals with mental health problems and other vulnerable people, such as the elderly or children), domestic incidents, suspicious circumstances, traffic collisions and ASB classified as nuisance.

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[i] Lower priorities, scheduled calls, have not been used as these data were found to be unreliable. The main reason is that scheduled calls are not always recorded on command and control systems; often they are recorded on separate systems for appointments.

[ii] The emergency and priority (EP) incident classifications are based on ACPO/NPIA definitions to make the data more comparable (see "National Contact Management Principles and Guidance", ACPO and NPIA, London, 2010). Emergency incidents are defined as aiming to get to victim within 15mins or 20 mins in rural locations. Priority incidents are generally those with an estimated time of arrival of within 60 mins. Some forces do not distinguish between these categories, so they are combined in the charts.

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As this data is new we have encountered some minor problems, which we would like to draw to your attention. While some further local checking may be required, we feel the information remains useful for comparative purposes – especially where there are large differences. You may like to check two aspects. First, the incident data includes a small proportion of calls classified as 'admin' incidents, for instance when officers use the command and control system as a means of making sure that an urgent task is carried out by others. Admin incidents represent a small proportion, often less than 5 percent. Second, we know of some forces which provided incidents with duplicate incidents included. The percentages are again small, these forces are as follows: Avon and Somerset, Dyfed Powys, Metropolitan Police, Norfolk, North Yorkshire and South Yorkshire.

Lower priority, scheduled calls have not been used as these data were found to be unreliable. The main reason is that scheduled calls are not always recorded on command and control systems, often they are recorded on separate systems for appointments.

Ribbon charts showing longer term trends, 2001-02 to 2011-12, for some crimes by force. Four types of crime rates are shown because of their distinctive patterns: violence with injury, vehicle theft (including interference), burglaries (all) and criminal damage.

The purpose of these charts is to examine the trends for your force compared with similar forces set against the rest. If your recent trends differ from the similar forces, and the general pattern, then you should review the likely causes and locations.

A few observations on the main four charts. A general feature is the reduction in the range of crime rates between forces over the period. This suggests that forces are becoming more similar in some respects, although part of this convergence is likely due to changes in recording. For example, the violence with injury chart shows large variations in crime recording, certainly until 2005-06 when the National Crime Recording Standards (NCRS) were being implemented. (2008-09 is the baseline year used in the profiles). It also shows that the introduction of NCRS had little impact on one force.

No crime rates – we show four year trends and a comparison with the all force average. The highest no crime rate is for rape.

Council tax yield – this chart shows the variation in the yield per head for your force compared with others for £1 change in Council tax.

Common queries

The three most common queries received last year are worth repeating. The first was about the rule applied to highlight particular differences. The difference is highlighted if the indicator puts the force in the top or bottom 10 percent and the effect of the difference is greater than £1 per head of population. The other query was about the population base. The profiles adopt the mid year 2010 population estimate to align with Home Office publications especially crime rates. Rather than basing the workforce mix calculations on police officer percentages of the workforce we have used police officer costs as a percentage of gross costs for two reasons. First, it takes better account of comparisons where some forces have contracted out services, such as custody. Second, the costs of police officers vary between forces.

A final word…

Almost without exception forces have made changes to their data. Like last year, several have also raised detailed points and we would especially like to thank those who have taken the trouble to give us feedback. We count within this group two regular contributors: Thames Valley Police and Lancashire, but this year add North Wales, South Wales, Northamptonshire and Northumbria Police as each made important points.

I am always keen to hear from users how the profiles can be improved. If you have any suggestions, or any analysis which you think might be useful to include please contact me: lawrenceroy.morris33@hmic.gsi.gov.uk or 0203 513 0517.

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Section One – Workforce and Costs

INTRODUCTION

This section looks at both how a force deploys its workforce and the associated costs of each of the 12 headline categories within the Police Objective Analysis (POA). POA subcategory information on costs is also presented.

POA 2012/13 estimates are used for all cost and workforce data unless stated otherwise. These data are taken as a snapshot as at 9th October. Any updates to the data which are made after this time will not be reflected in the profile.

Workforce data comprises full-time equivalent (FTE) figures. In POA estimates these are calculated as the number of staff budgeted for each staff type. Within support services, staff levels are less likely to be affected by local demographics and are therefore additonally presented as cost of function as a percentage of total cost.

Local policing workforce by function

The POA data is initially divided into twelve groups:

Local policing
Dealing with the public
Roads policing
Specialist operations
Intelligence
Investigations
Investigative support
Criminal justice
Support functions
Police authority
Central costs
National policing

Throughout the profiles the chart scales differ and the differences shown may not be as significant as they first appear.

Key to the data and calculations

Net revenue expenditure: The profiles use a different calculation for net revenue expenditure to Chartered Institute of Public Finance and Accountancy (CIPFA); it is calculated as total expenditure minus earned income to show the total cost of policing to the taxpayer.

Earned income: Where earned income is referred to, this covers partnership income, sales fees charges and rents, special police services, reimbursed income and interest.

Averages: All averages in this section (unless otherwise stated) are simple, unweighted England and Wales averages, which include the force in question. As the Metropolitan Police and City of London Police data distorts the chart scales, they have been excluded from all force profiles except for their own

Difference to most similar group (MSG) / All force: Differences are calculated on standardised data, as opposed to absolute values.
Calculation is as follows: (Force cost per head - MSG cost per head) * population.

Police officer as % of gross expenditure: We have chosen to show the proportion of spend on officer (and overtime) by function.
Calculation is as follows: (Police officer spend + Police officer overtime) / Gross Revenue Expenditure (GRE).
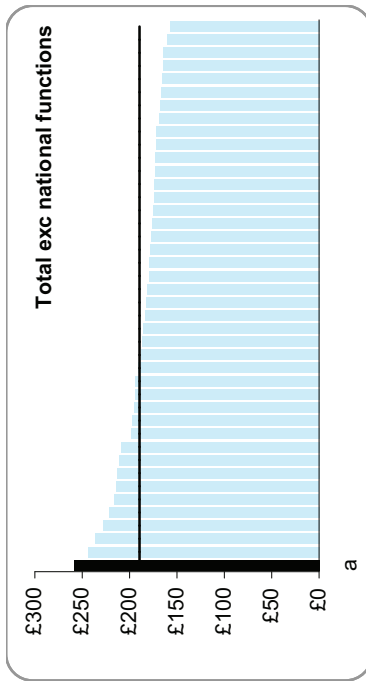
Personel ADR datasets: ADR datasets (other than crime) have been refreshed and run from live data, during week commencing 24th September.

How to use this section

Users may wish to focus on those charts where the force is an outlier, i.e. where they are significantly different from the average, or where they are particularly high or low. Outliers are highlighted with red chevrons and fall within the top or bottom 10% of forces; where applicable with a financial value of more than £1 per head. They should explore the reasons for any differences by looking at the force as a whole, using relevant local knowledge. Staffing levels should also be considered in the context of workforce modernisation, collaboration efforts and the outsourcing of services.

EXPENDITURE
2012/13 estimates £ per head of population

These charts give an overview of what policing in each force costs per head of population.
NB: the profiles calculate net revenue expenditure as total expenditure minus earned income to show the total cost of policing to the taxpayer.
NB: This is different from net revenue expenditure (NRE) as reported in POA data.

Police officers

Police staff

PCSO

Workforce costs

Non-staff costs

Earned income

Total exc national functions

Population	308k

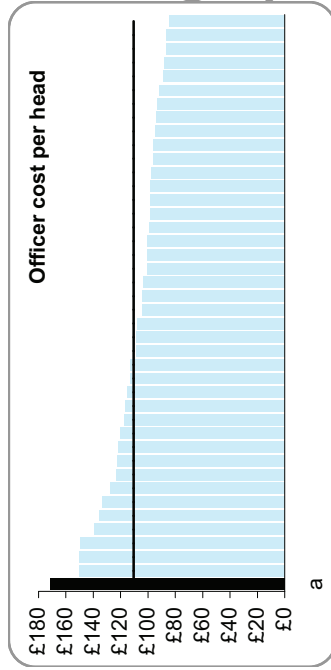|	£m	£/head	Avg		Diff. £m	
Police officers	52.7	171	*111*		18.7	<<
Police staff	16.1	52	*40*		3.7	<<
PCSOs	1.9	6	*8*		-0.5	
Workforce	70.7	229	*158*		21.9	<<
Non-staff costs	31.1	101	*43*		17.8	<<
Earned income	-11.4	-37	*-8*		-9.0	<<
Net revenue exp.	90.4	293	*194*		30.7	<<
Total exc national	79.8	259	*189*		21.4	<<
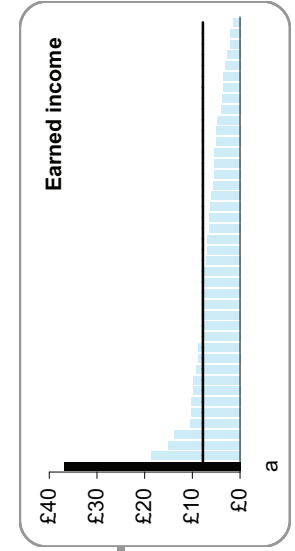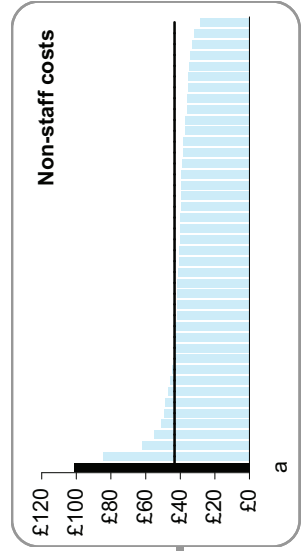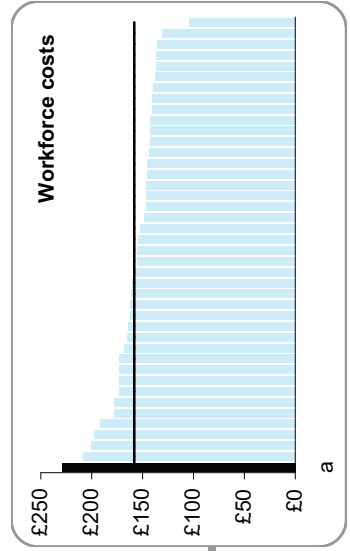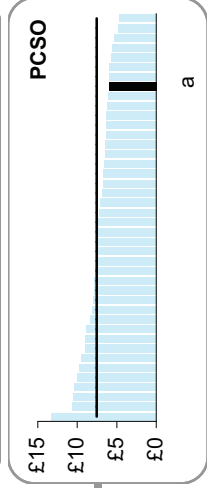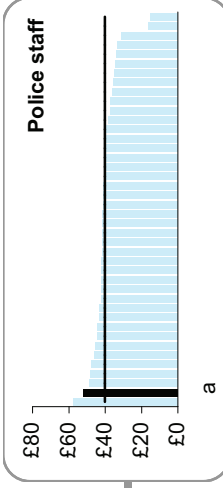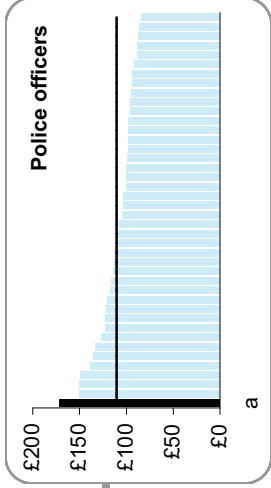
Source: POA estimates 2012/13

HMIC

POLICE OFFICERS

2012/13 estimates £ per head of population

These charts break down police officer costs into salary and overtime costs (OT). Police officer overtime costs are also shown as a percentage of the overall salary costs.

Estimated FTE numbers for the year 2012/13 are also presented. An additional data table compares these with Home Office published FTE figures (ADR502), which are a snapshot taken at 31st March 2012, and so will not necessarily be the same.

Police officer FTE per 1,000

Police officer cost per FTE (exc OT)

Police officers (exc OT)

Police officer overtime % salary

Officer cost per head

	£m	£/head	Avg	Diff. £m	
Police officers (exc. OT)	51.4	166.8	107.1	18.4	<<
Police overtime	1.3	4.3	3.5	0.2	
Total	52.7	171.1	110.6	18.7	<<

PO overtime % salary		% sal	Avg	Diff. £m	
National functions		1.0%	0.2%	0.4	<<
Other		1.6%	3.1%	-0.8	<<
Total		2.6%	3.2%	-0.4	

			Avg	Diff. £m	
FTE/1,000		2.87	2.10	12.2	<<
£000/FTE		£58.0k	£51.1k	6.2	<<
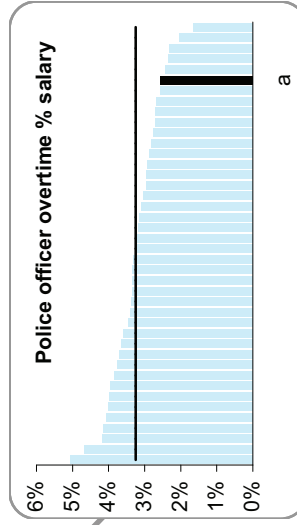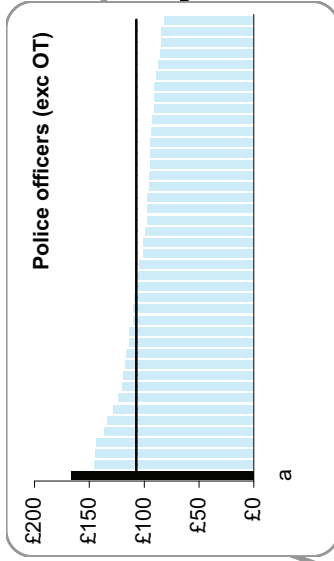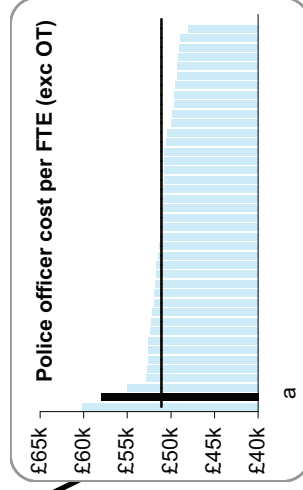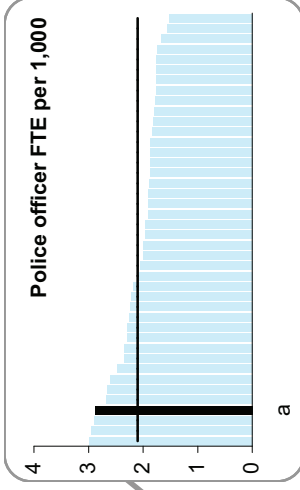
Budgeted FTE 2012/13 (POA)	886	<<
FTE Mar 12 (ADR502)	831	

Here and on next page, flagged as outlier where the two figures differ by more than 5%

Source: POA Statistics 2012/13 estimates and ADR502

City of London

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POLICE STAFF AND POLICE COMMUNITY SUPPORT OFFICERS (PCSO)
2012/13 estimates £ per head of population

These charts break down police staff and PCSO costs into more detail.

Estimated FTE numbers for the year 2012/13 are also presented. An additional data table compares these with Home Office published FTE figures (ADR502), which are a snapshot taken at 31st March 2012, and so will not necessarily be the same.

Home Office staff FTE data includes S38, and excludes temporary contract staff and traffic wardens while POA includes traffic wardens.

Police staff cost per head

a

Police staff FTE per 1,000

2.0
1.5
1.0
0.5
0.0

a

Police staff cost per FTE

£40k
£35k
£30k
£25k
£20k

a

£70
£60
£50
£40
£30
£20
£10
£0

a

POLICE STAFF

	£m	£/head	Avg		Diff. £m	
	16	52.2	40.2		3.7	<<

			Avg		Diff. £m	
FTE/1,000		1.35	1.26		0.9	<<
£000/FTE		38.6k	32.2k		2.7	

		Diff. £m	
Budgeted FTE 2012/13 (POA)		417	<<
FTE Mar 12 (ADR502)		331	

PCSO cost per head

£14
£12
£10
£8
£6
£4
£2
£0

a

PCSO FTE per 1,000

0.5
0.4
0.3
0.2
0.1
0.0

a

PCSO cost per FTE

£40k
£35k
£30k
£25k
£20k

a

PCSOs

	£m	£/head	Avg		Diff. £m	
	1.9	6.0	7.5		-0.5	<<

			Avg		Diff. £m	
FTE/1,000		0.17	0.25		-0.8	<<
£000/FTE		£35.6k	£29.8k		0.3	

		Diff. £m	
Budgeted FTE 2012/13 (POA)		52	<<
FTE Mar 12 (ADR502)		38	
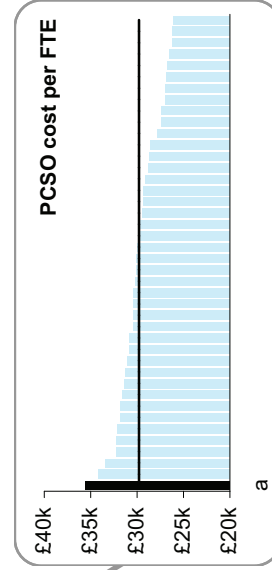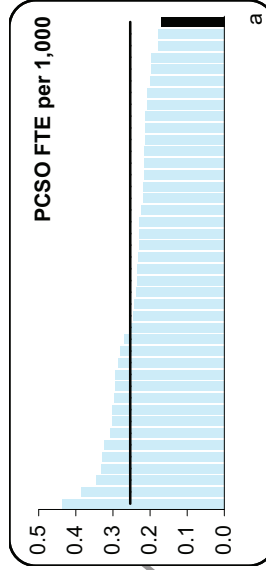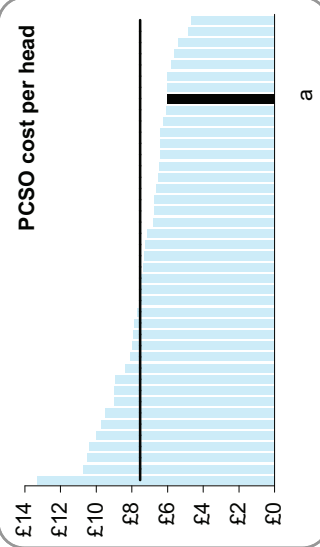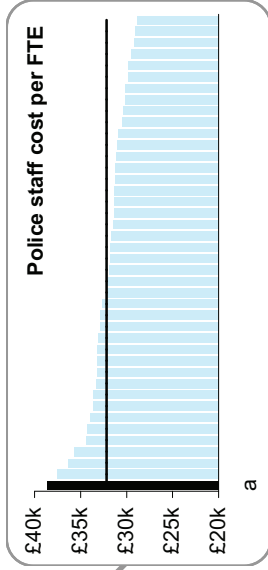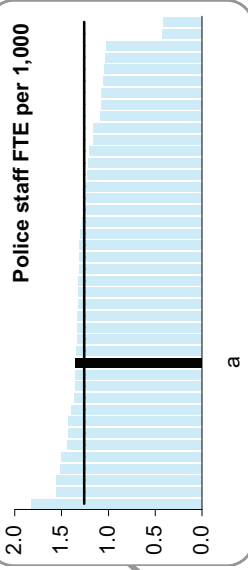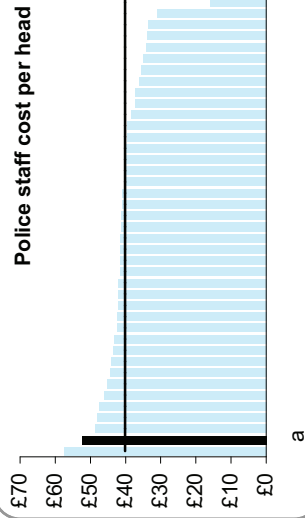
Source: POA Statistics 2012/13 estimates and ADR502

NON-STAFF COSTS AS PERCENTAGE OF WORKFORCE COSTS
2012/13 estimates

These charts provide information about non-staff costs broken down into specific types of running costs.

Non-staff costs are shown as a percentage of staff costs, as non-staff costs are largely dependent on the number of staff working for an organisation.

Third party payments include mutual aid from other police authorities, contributions to inter-authority services, transfer payments and national levies.

Premises related expenses

Transport related expenses
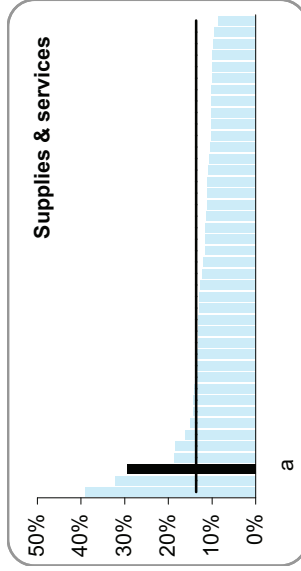
Supplies & services
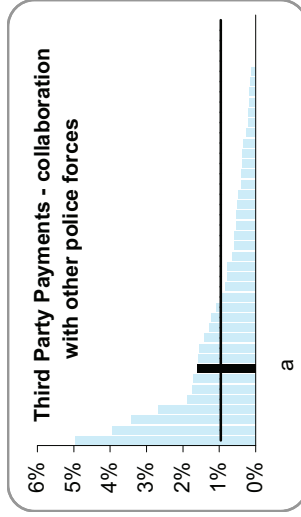
Third Party Payments - collaboration with other police forces

Other employee expenses

Non-staff % staff costs

Staff costs | £71m
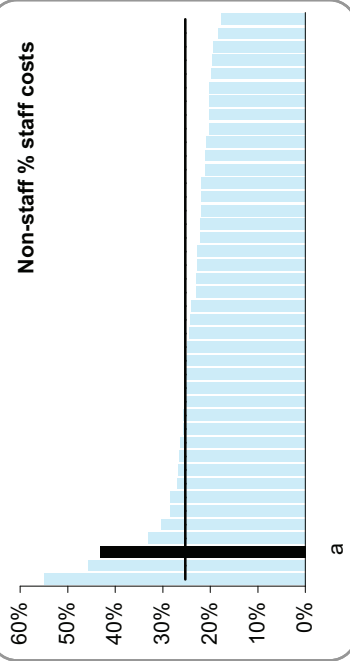
	£m	% staff	Avg		Diff. £m
Supplies & services*	20.8	29.4%	13.6%		11.12 <<
Premises	4.4	6.2%	5.0%		0.85
Transport	2.4	3.4%	3.1%		0.18
Collaboration payments	1.1	1.6%	1.0%		0.45
Other employee exps**	1.8	2.5%	2.6%		-0.01
Non-staff costs	30.4	43.1%	25.3%		12.59 <<
Capital financing	0.7	1.0%	2.4%		-1.02
Total	31.1	44.1%	27.7%		11.57

Source: POA estimates 2012/13

* Inc 3rd party payments exc collaboration
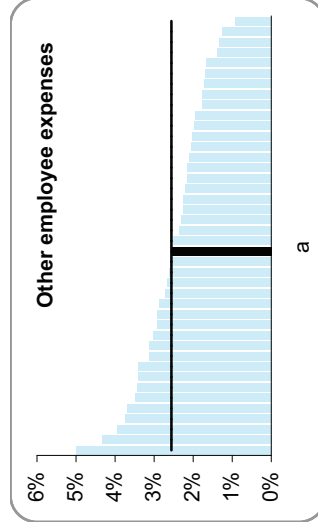
** Inc temporary & agency staff, injury & ill health costs

FINANCING OF EXPENDITURE
2012/13 estimates £ per head of population

These charts show how the force funds its expenditure broken down into more detail using POA finance data.

Central funding is broken down into formula based funding, and government grants, which are not formula based.

Local funding is comprised of council tax and use of reserves.

Note: forces in Wales did not receive an increase in government grant for agreeing to freeze or reduce council tax but did receive a four year grant from the Welsh Government for an additional 500 PCSO's across Wales.
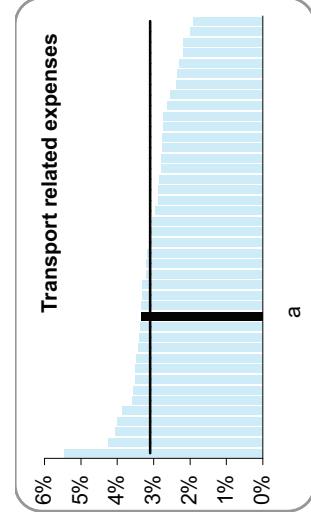
Formula funding

Specific grants

Yield per head of £1 Council Tax

Central funding

Local funding

Band D Council Tax per household

Net expenditure
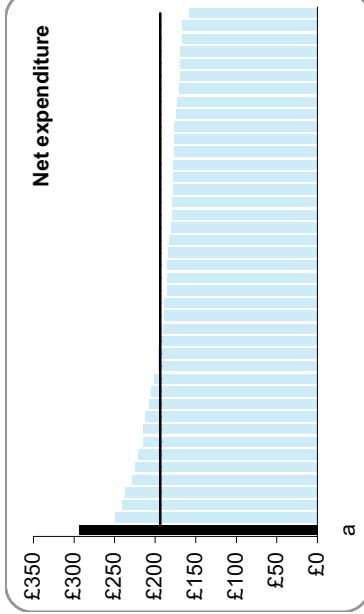
Population	308k

	£m	£/head	Avg
Central funding			
Formula funding*	63	203	120
Specific grants	26	83	14
Local funding			
Council tax	0	0	58
Reserves (transfers)	2	7	1
Net revenue exp.	90	293	194

Council Tax £/head	Yield of £1 CT	Avg
£0	na	£0.36

Band D tax rate	Avg
£0	£162

Sum of Police Grant, Non-Domestic Rates, & Revenue Support Grant

Source: POA estimates 2012/13

City of London

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EARNED INCOME
2012/13 estimates £ per head of population

These charts break down information into different categories of 'earned' or external income using POA. This is the income removed from GRE in order to calculate NRE and does not include government grants.

Earned income per head

Sales, fees, charges & rents

Reimbursed Income - excluding collaboration

Partnership Income

Reimbursed income - collaboration with other police forces

Special police services
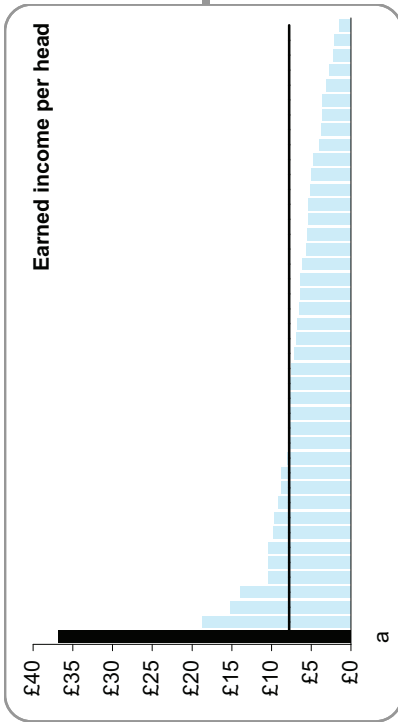
| Population | 308k |

	£m	£/head	Avg	Diff. £m	
Sales, fees, charges & rents	1.2	4.0	2.2	0.5	˅
Reimbursed Income					
- Collaboration	0.0	0.0	1.1	-0.3	
- Exc collaboration	2.1	7.0	1.9	1.6	˅
Partnership income	8.0	25.9	1.6	7.5	˅
Special police services	0.0	0.0	0.7	-0.2	
Interest	0.0	0.0	0.2	-0.1	
Total earned income	11.4	36.9	7.8	9.0	˅

Source: POA estimates 2012/13

City of London
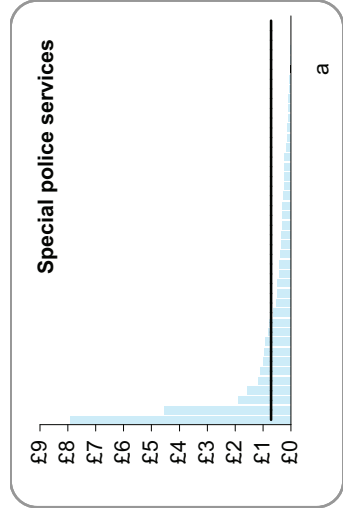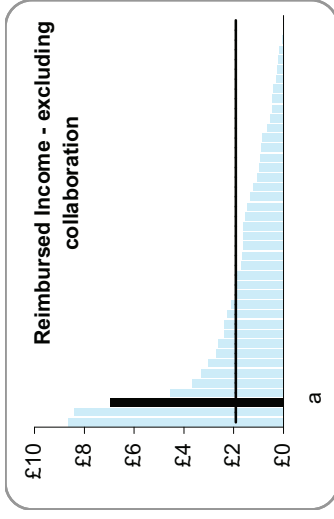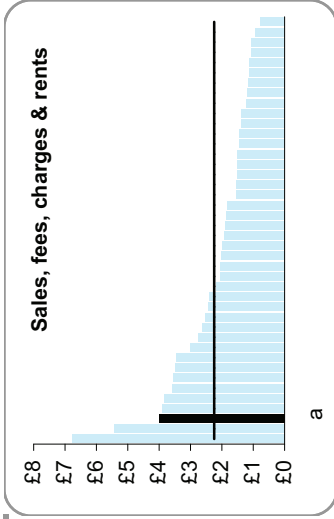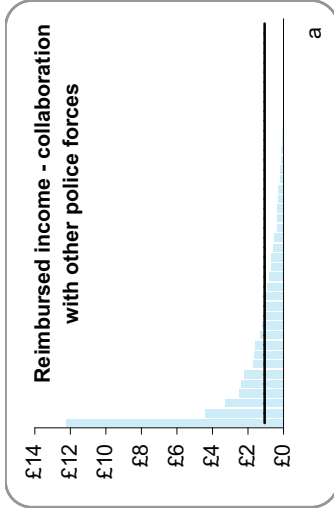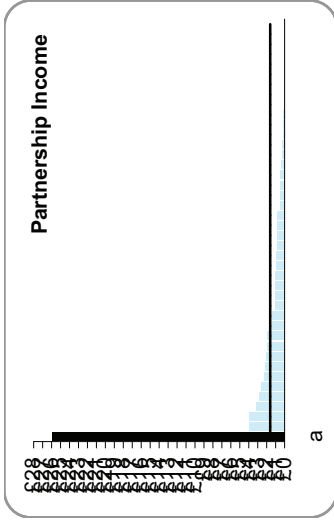
22/10/2012

FUNDING SOURCE TRENDS

2009/10 - 2010/11 actuals and estimates for 2011/12 - 2012/13 £ per head of population

These charts show how the financial position and funding of forces has changed since 2009/10.
Please note that estimates of reserves are unreliable, and that these figures are not adjusted for inflation.

City of London
Average

Total funding per head
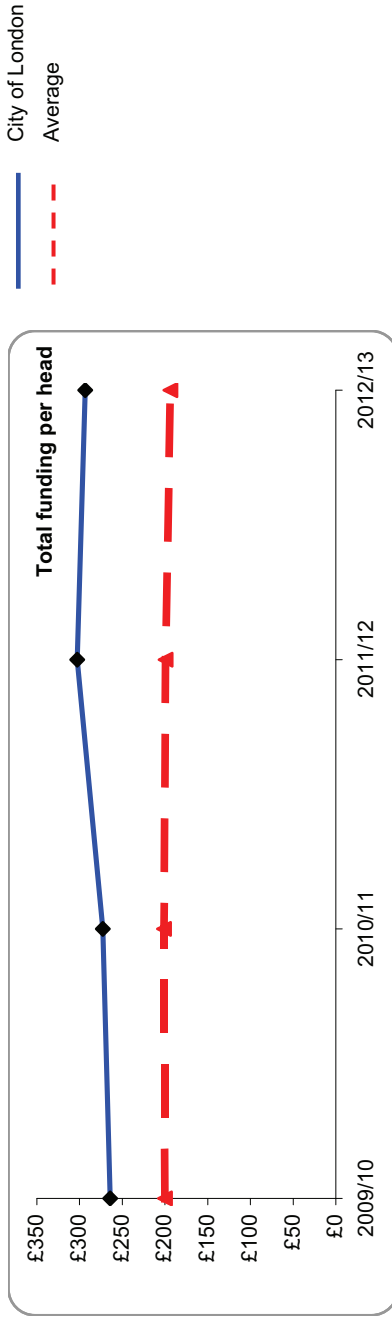
£ per 1000	2009/10	2010/11	2011/12	2012/13	Change
Central gov funding	285.4	273.9	292.2	286.4	0%
Reserves	-21.1	-1.0	10.6	7.0	na
Council tax	0.0	0.0	0.0	0.0	na
Total funding	264.3	272.8	302.8	293.5	11%

Average	2009/10	2010/11	2011/12	2012/13	Change
Central gov funding	145.8	148.9	141.6	134.2	-8%
Reserves	-0.1	-3.6	1.5	1.4	na
Council tax	54.3	55.9	56.2	58.2	7%
Total funding	200.1	201.2	199.3	193.8	-3%

Band D tax rate	£0	£0	na	£0
Average	£153	£158	£162	£162

Source: CIPFA statistics; POA Statistics 2012/13 estimates

City of London

WORKFORCE - SUMMARY
March 2012

FTE per 1,000 pop

These charts show the overall police workforce per 1,000 population which are then broken down into police officers, police staff and PCSOs.
We have subdivided officers into community police officers (CPO - those within neighbourhood response, traffic roles and probationers) and others, and therefore used ADR 502 and 601 as the data source.
Specials numbers are headcount as opposed to FTE.

Community police officers

Community support officer

CPOs+PCSOs

Other POs

Police staff

Total workforce
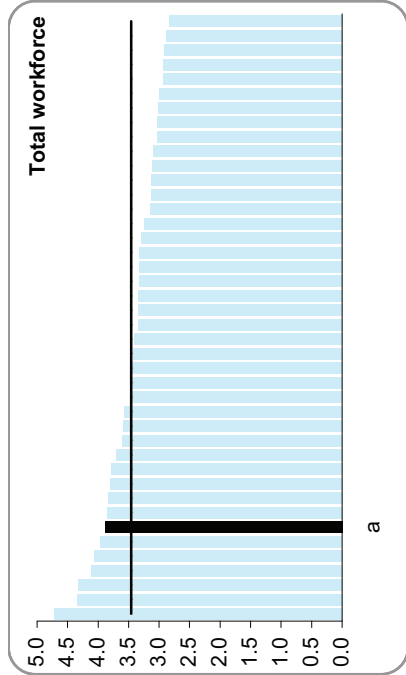
Population	308k

	FTE	per 1,000	Avg	Diff	% Total	Avg
Community POs	306	0.99	1.09	-28	26%	31%
PCSOs	38	0.12	0.24	-36 <<	3%	7%
Sub-total	344	1.12	1.32	-64	29%	38%
Other POs	525	1.70	1.00	218	44%	29%
Police staff	331	1.08	1.14	-19	28%	33%
Total	1,200	3.90	3.46	135	100%	100%

Special constables	99	0.32	0.32	1
Contractors	78	0.25	0.03	68

Source: ADR 502 / 601 March 2012
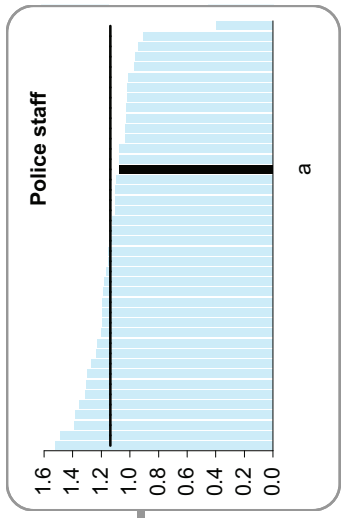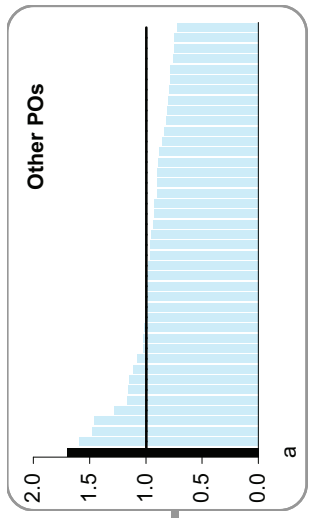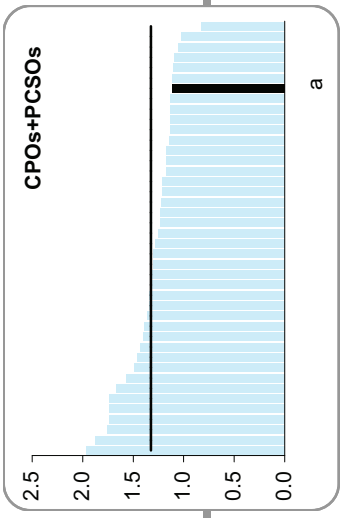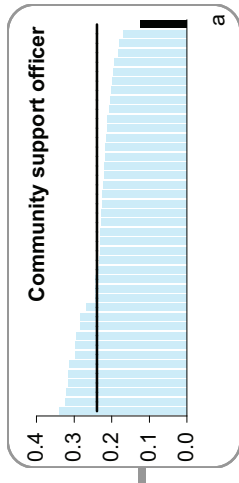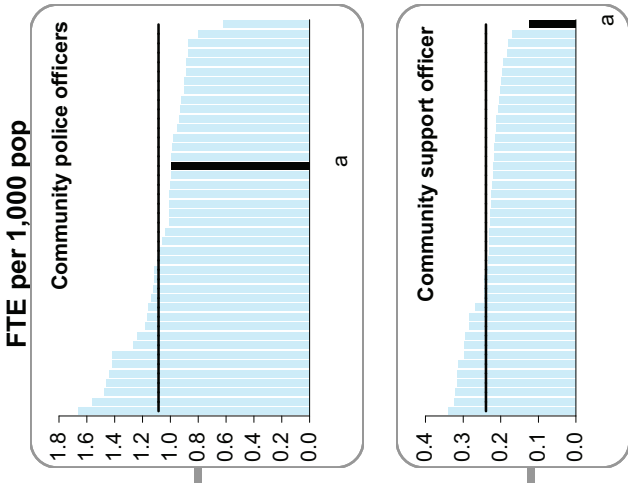
POLICE OFFICERS/PCSOs BY RANK
March 2012 % of FTE

These charts show the percentage of the total officer and PCSO workforce by rank. The chart for superintendents includes chief superintendents, and the chart for inspectors includes chief inspectors. Association of Chief Police Officers (ACPO) are officers above the rank of chief superintendents.

Two further charts show numbers of constables (and PCSOs) per sergeant giving an indication of the supervision requirement for each sergeant.

Inspectors (inc. chief I)

Superintendents (inc. chief S)

PCSO

Constable

Sergeant

Constables & PCSOs per sergeant

Constables per sergeant
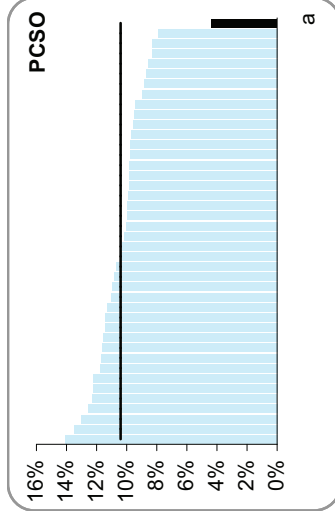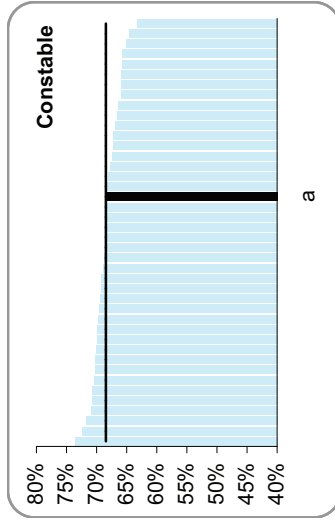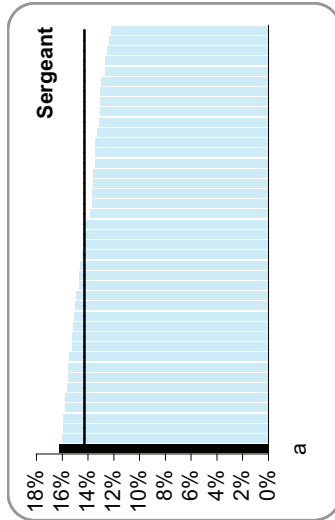
	FTE	%	Avg
ACPO	3	0.3%	0.2%
Chief superintendent	6	0.7%	0.3%
Superintendent	11	1.3%	0.6%
Chief inspector	17	2.0%	1.2%
Inspector	60	6.9%	4.5%
Sergeant	141	16.2%	14.3%
Constable	593	68.3%	68.5%
PCSO	38	4.4%	10.4%
Force total	869	100.0%	100.0%

Constables per sergeant	4.2	4.8
Const. & PCSOs per Sergeant	4.5	5.6

Source: ADR 502 March 2012
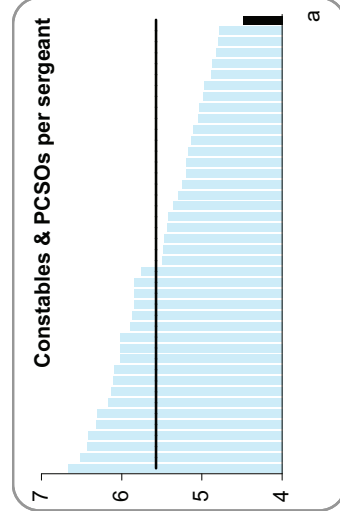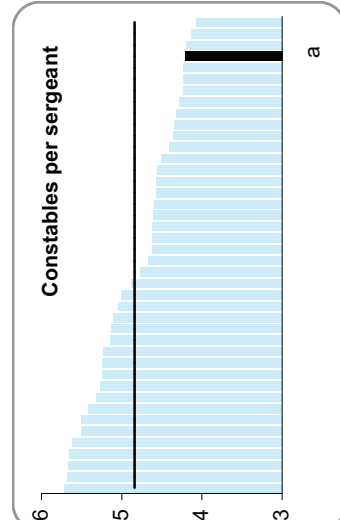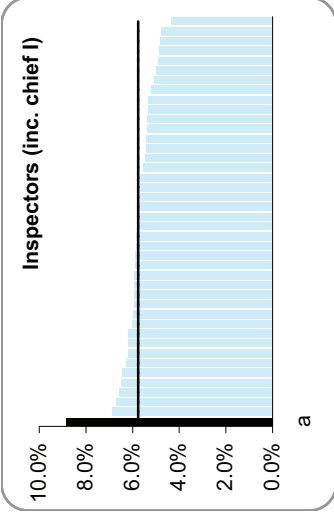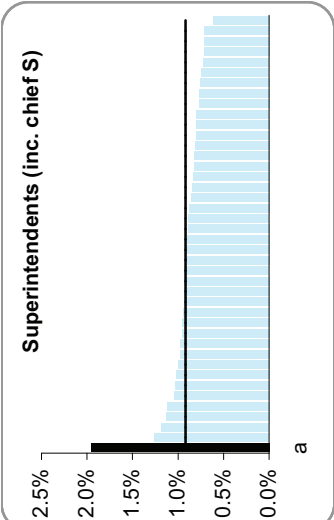
WORKFORCE & CRIME TRENDS

These charts compare trends of all officers and total crime excluding fraud and forgery.
Charges data also exclude fraud and forgery.
We have opted to show totals in order to maintain both consistency and better data quality over time.
Note: PCSO are not shown.
These charts should be used to highlight relative changes rather than absolutes values.

Trends

Crimes per police officer

Charges per police officer
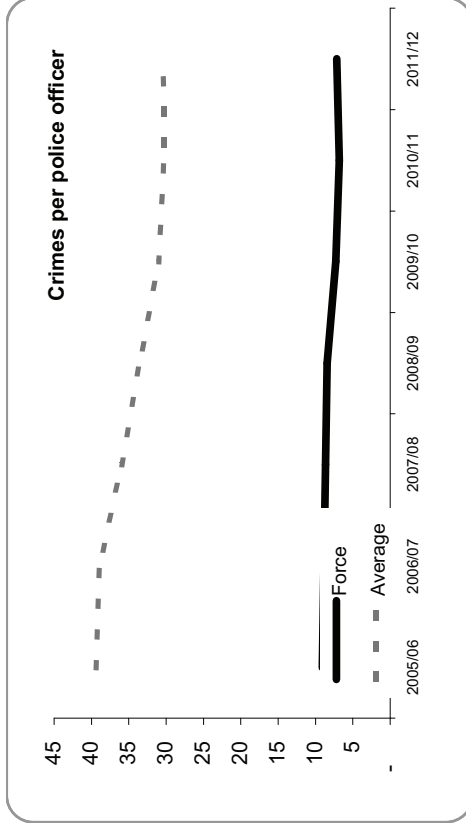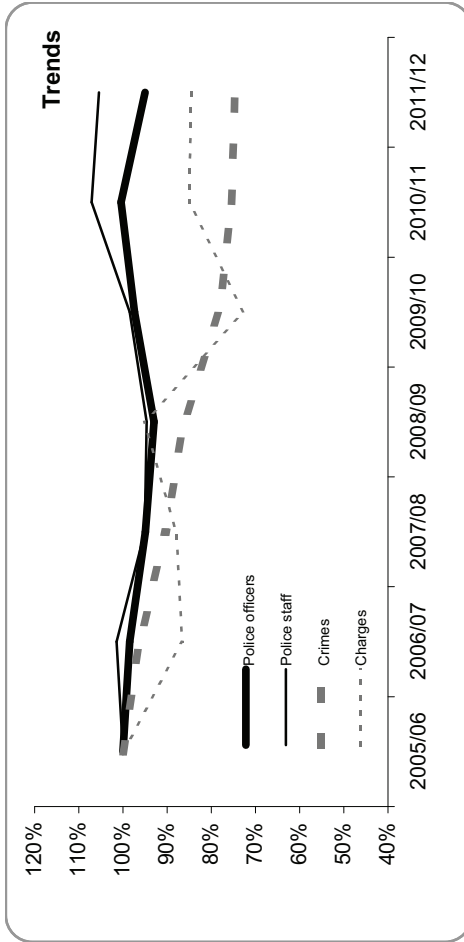
	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Police officers	875	861	830	813	852	878	831
Police staff	314	319	299	297	310	337	331
All crime ex F&F	7,951	7,649	7,186	6,855	6,215	5,997	5,933
Charges ex F&F	1,438	1,245	1,264	1,369	1,045	1,222	1,216
Crimes/officer	9	9	9	8	7	7	7
National Avg	39	39	36	34	31	30	30
Charges/officer	1.6	1.4	1.5	1.7	1.2	1.4	1.5
National Avg	5.5	5.2	5.1	5.1	5.0	5.1	5.2
% crime victim-based				76.5%	76.3%	74.2%	79.3%
National Avg				87.9%	87.4%	87.2%	87.4%

City of London

22/10/2012

HMIC

COMMUNITY POLICE OFFICERS AND CRIME
March 2012 workforce, 2011/12 crime

These charts show numbers of police officers allocated to community duties in relation to the amount of crime in the force. While police officers are not just dealing with crime, the numbers of crimes per police officer allocated to CPO (Community police officers - see Workforce Summary) gives some indication of how busy these officers are compared to their peer group of forces.

Detail on crime can be found in section two.

Victim based offences

Non victim based

Total crimes per CPO
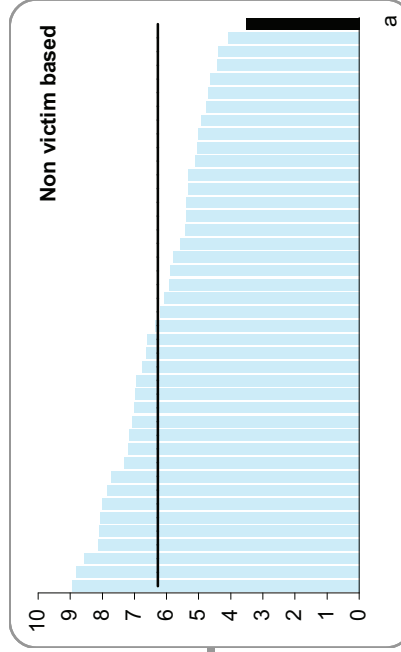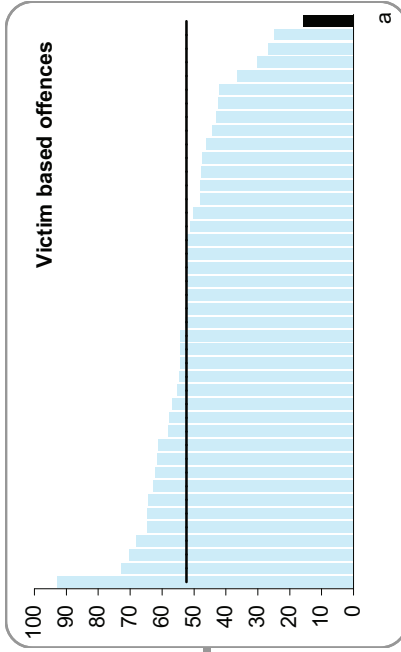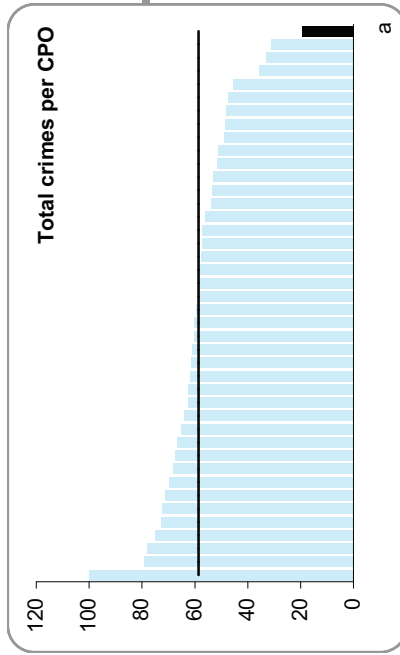
Community police officers	306
Total police officers	831

Crime	N	per CPO	Avg	per all PO's	Avg
Victim based	4,851	16	52	6	27
Non victim based	1,082	4	6	1	3
Total exc fraud	5,933	19	59	7	30

Source: ADR 601 March 2012
Source: Home Office Crime Statistics 2011/12

City of London

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Force breakdown against group average - staff
POA 12/13 ESTIMATES

Population 308k

	Budgeted staff FTE			Staff per head FTE / 1,000 pop			Group average FTE / 1,000 pop			Diff from group FTE				% of total PO+PS	
	PO	PS	Total	PO	PS	Total	PO	PS	Total	PO	PS	Total		Force	Group
Neighbourhood	70	52	122	0.23	0.17	0.40	0.23	0.17	0.40	0	0	0	0	11%	11%
Incident response	136	0	136	0.44	0.00	0.44	0.44	0.00	0.44	0	0	0	0	12%	12%
Local investigation	58	0	58	0.19	0.00	0.19	0.19	0.00	0.19	0	0	0	0	5%	5%
Other	15	3	18	0.05	0.01	0.06	0.05	0.01	0.06	0	0	0	0	2%	2%
Local policing	279	55	334	0.91	0.18	1.08	0.91	0.18	1.08	0	0	0	0	29%	29%
Dealing with the public	26	46	72	0.08	0.15	0.23	0.08	0.15	0.23	0	0	0	0	6%	6%
Road policing	41	2	43	0.13	0.01	0.14	0.13	0.01	0.14	0	0	0	0	4%	4%
Specialist operations	133	4	137	0.43	0.01	0.44	0.43	0.01	0.44	0	0	0	0	12%	12%
Intelligence	40	25	65	0.13	0.08	0.21	0.13	0.08	0.21	0	0	0	0	6%	6%
Investigations	139	9	148	0.45	0.03	0.48	0.45	0.03	0.48	0	0	0	0	13%	13%
Investigative support	11	12	23	0.04	0.04	0.07	0.04	0.04	0.07	0	0	0	0	2%	2%
Custody	18	10	28	0.06	0.03	0.09	0.06	0.03	0.09	0	0	0	0	2%	2%
Other	12	45	57	0.04	0.15	0.19	0.04	0.15	0.19	0	0	0	0	5%	5%
Criminal justice	30	55	85	0.10	0.18	0.28	0.10	0.18	0.28	0	0	0	0	7%	7%
ICT	0	28	28	0.00	0.09	0.09	0.00	0.09	0.09	0	0	0	0	2%	2%
Human resources	3	24	27	0.01	0.08	0.09	0.01	0.08	0.09	0	0	0	0	2%	2%
Training	28	14	42	0.09	0.05	0.14	0.09	0.05	0.14	0	0	0	0	4%	4%
Other	27	122	149	0.09	0.39	0.48	0.09	0.39	0.48	0	0	0	0	13%	13%
Support functions	58	188	246	0.19	0.61	0.80	0.19	0.61	0.80	0	0	0	0	21%	21%
Police authority	0	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0	0	0	0	0%	0%
Central costs	0	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0	0	0	0	0%	0%
Total exc national	757	396	1,153	2.46	1.28	3.74	2.46	1.28	3.74	0	0	0	0	100%	100%
National policing	129	73	202	0.42	0.24	0.65	0.42	0.24	0.65	0	0	0	0		
Total	886	469	1,354	2.87	1.52	4.40	2.87	1.52	4.40	0	0	0	0		

Source: POA estimates 2012/13
Note that workforce under the heading of 'local investigation' are included within 'local policing' not 'investigation'

Force breakdown against group average - cost
POA 12/13 ESTIMATES

Population 308k

	Budgeted spend £m	Spend per head		Diff from group £m	% of total		% PO *	
		Force	Group		Force	Group	Force	Group
Neighbourhood	5.2	16.7	16.7	0.0	6%	6%	64%	64%
Incident response	7.7	25.0	25.0	0.0	10%	10%	100%	100%
Local investigation	2.5	8.0	8.0	0.0	3%	3%	100%	100%
Other	1.5	4.7	4.7	0.0	2%	2%	73%	73%
Local policing	16.8	54.5	54.5	0.0	21%	21%	87%	84%
Dealing with the public	3.8	12.3	12.3	0.0	5%	5%	45%	45%
Road policing	1.6	5.1	5.1	0.0	2%	2%	95%	95%
Specialist operations	8.0	26.1	26.1	0.0	10%	10%	93%	93%
Intelligence	3.6	11.6	11.6	0.0	4%	4%	68%	68%
Investigations	9.7	31.4	31.4	0.0	12%	12%	88%	77%
Investigative support	1.6	5.2	5.2	0.0	2%	2%	48%	48%
Custody	1.7	5.4	5.4	0.0	2%	2%	51%	51%
Other	2.3	7.3	7.3	0.0	3%	3%	25%	25%
Criminal justice	3.9	12.7	12.7	0.0	5%	5%	36%	36%
ICT	4.5	14.6	14.6	0.0	6%	6%	0%	0%
Human resources	1.7	5.5	5.5	0.0	2%	2%	13%	13%
Training	1.9	6.1	6.1	0.0	2%	2%	0%	0%
Other	13.0	42.1	42.1	0.0	16%	16%	13%	13%
Support functions	21.1	68.3	68.3	0.0	26%	26%	10%	10%
Police authority	0.0	0.1	0.1	0.0	0%	0%	0%	0%
Central costs	9.7	31.6	31.6	0.0	12%	12%	0%	0%
Total exc national	79.8	258.9	258.9	0.0	100%	100%	51%	51%
National policing	10.6	34.6	34.6	0.0				
Total	90.4	293.5	293.5	0.0				

Source: POA estimates 2012/13
Note that workforce under the heading of 'local investigation' are included within 'local policing' not 'investigation'

* PO salaries + overtime as % of gross expenditure

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LEAVERS
2011-12

These charts show the percentage of the workforce that left the force between 31st March 2011 and 2012; using 31st March 2011 as the baseline.

Officers are broken down into those who transferred or left the service. Because of the current financial climate, we have costed the salary impact of staff leaving the service. However, PCSOs leaving forces may return as police officers.

NB: The leavers figures are FTE.

Exc transfers

a

Transfers

a

Officers

a

Staff

a

PCSO

a

Leavers as % of total workforce

a
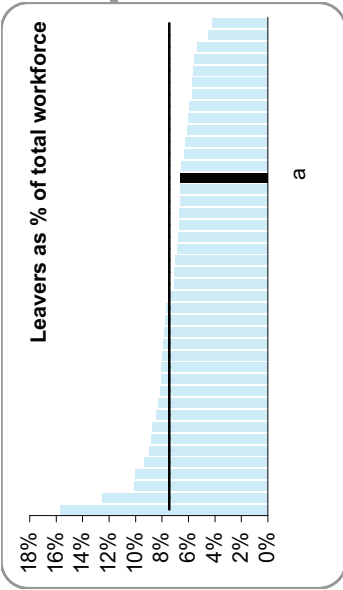
	Strength *	Leavers	% Force	Avg Salary £m
Police officers	878			
Exc transfers		43	4.8%	4.8%
Transfers		5	0.6%	0.3%
Leaving force		48	5.4%	5.1%
				2.8
PCSO	44	6	12.9%	6.6%
				0.2
Police staff	337	30	8.8%	11.3%
				1.1
Force total	1,259	83	6.6%	7.5%
				4.1

as at Mar 11

All leavers

Source: ADR531 (as at 31/03/12)
Source: ADR531 (as at 31/09/11)
Source: ADR502 (as at 31/03/11)
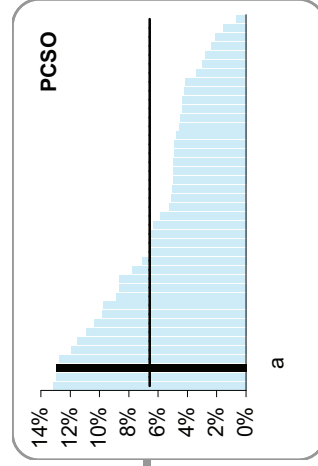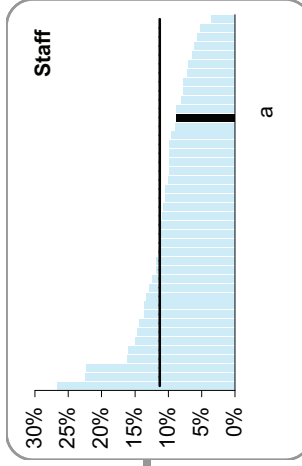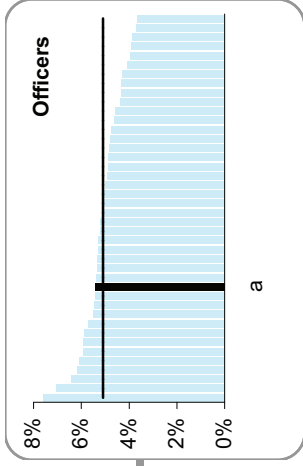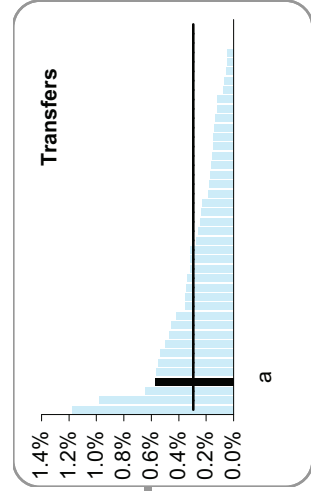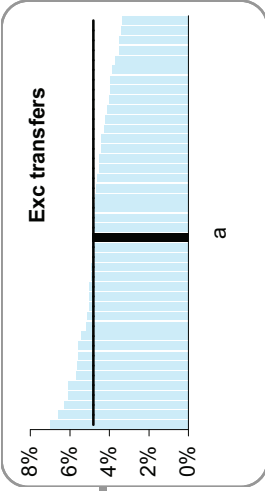
These charts show the percentage of the workforce that joined the force in 2011/12, against a baseline of 2010/11.

NB: The joiners figures are FTE.

Police officers

Police staff

PCSO

Joiners as % of total workforce
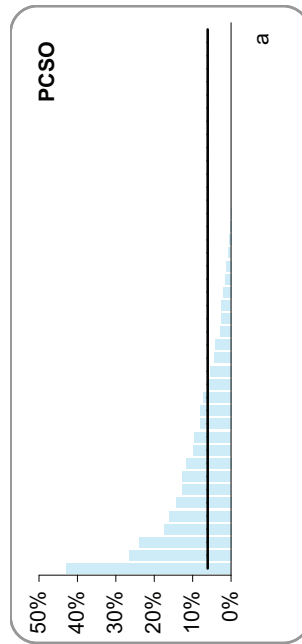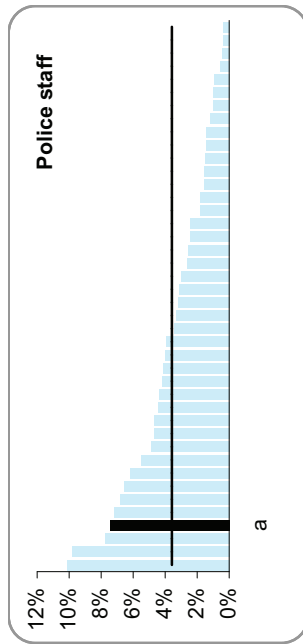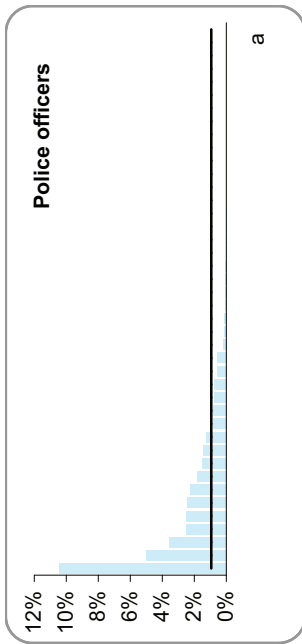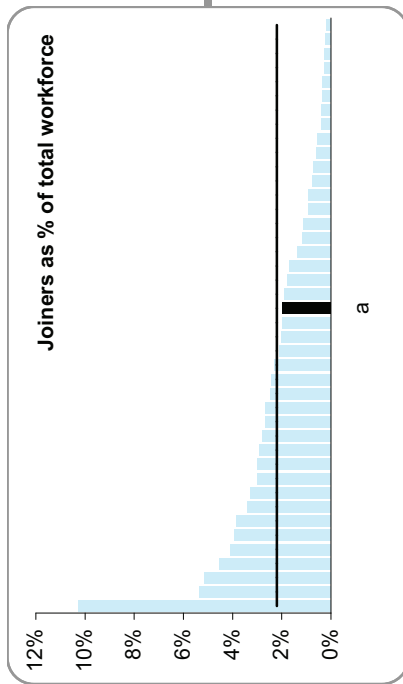
	Strength*	Joiners	%	Avg
Police officers	878	0	0.0%	0.9%
PCSO	44	0	0.0%	6.1%
Police staff	337	25	7.4%	3.6%
Overall	1,259	25	2.0%	2.2%

as at Mar 11

Source: ADR521 & ADR 502 (as at 31/03/12 and 30/09/2011)

City of London

22/10/2012

HMIC

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SICKNESS & RECUPERATIVE RESTRICTED
March 2012

These charts show sickness absence broken down into short and medium term (28 days and less) and long term (more than 28 days).

Officers on restricted duties (i.e. officers who, because of a disability or other limiting factor, are unable to undertake the full range of operational duties) and recuperative duties (officers returning to work in a phased way after injury or illness) are included separately.

NB: The gaps towards the left of some charts indicate that data is not available or has not been included; absence above 12% of the workforce and zero absence have been excluded.

Short and medium term absence

Police officers

PCSO

Staff

Police officers recuperative duty

Long-term absence

Police officers

PCSO

Staff

Police officers restricted duty

	Strength *	FTE	%	Avg
Officers	831			
Long term absence		9	1.1%	1.7%
Sickness absence		8	1.0%	2.1%
PCSO	38			
Long term absence		0	na	1.7%
Sickness absence		1	2.6%	2.1%
Staff	331			
Long term absence		3	0.9%	1.7%
Sickness absence		6	1.8%	2.1%

* as at Mar 12

Long term absence: 2010/11-Q4

	Strength *	FTE	%	Avg
Officers	831			
Recuperative		4	0.5%	2.1%
Restricted		23	2.6%	4.1%

Source: ADR 502, 551 and 554 (as at 31/03/12)

ADR 554 figures are headcount not FTE
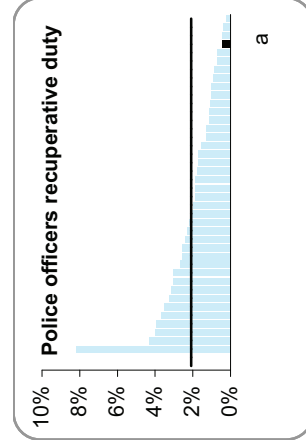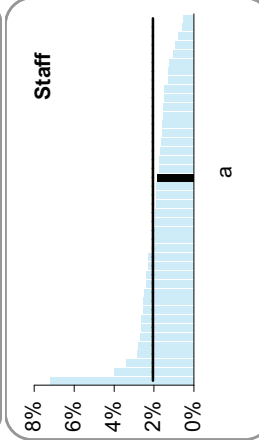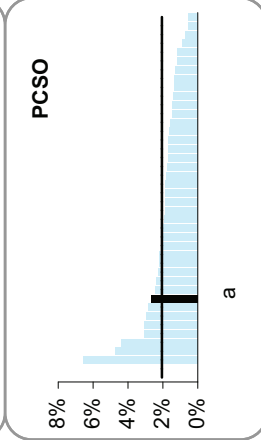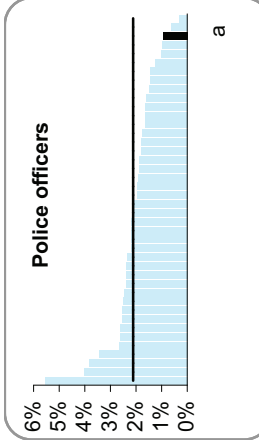
POLICE OFFICERS LENGTH OF SERVICE

These charts show the number of officers by length of service. A more detailed breakdown of 25 – 30 years is provided for planning purposes, shown by projected retirement dates. Salary costs are presented using the average cost of a police officer.

ALL OFFICERS

National average ──

	0 - 5	5-10	10-15	15-20	20-25	25+	Total
	135	197	104	150	123	133	842
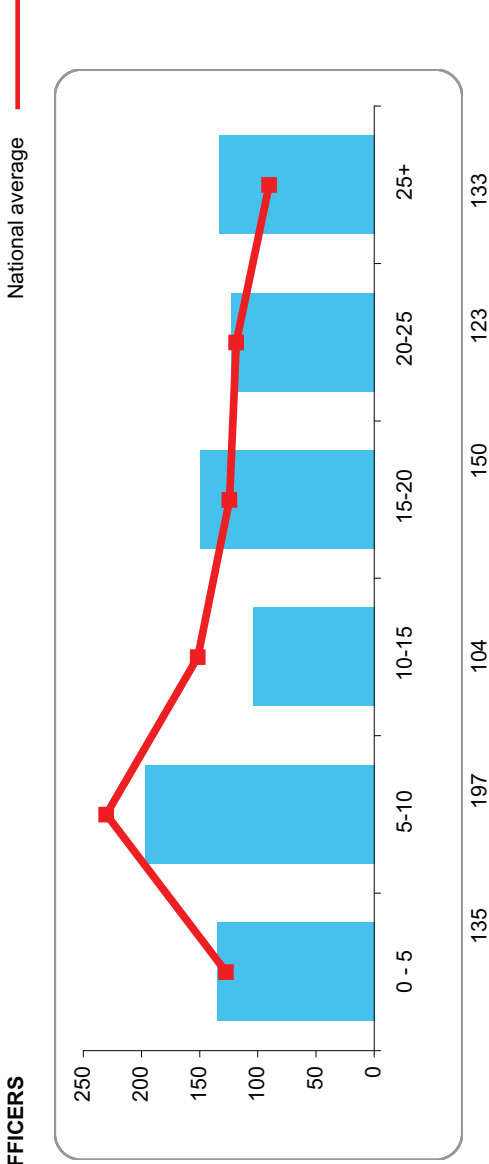
25 YEARS OR MORE - Projected retirement

	Mar 17	Mar 16	Mar 15	Mar 14	Mar 13	Mar 12	Total
FTE	34	15	24	17	14	29	133
Salary cost	£2.0m	£0.9m	£1.4m	£1.0m	£0.8m	£1.7m	£7.7m
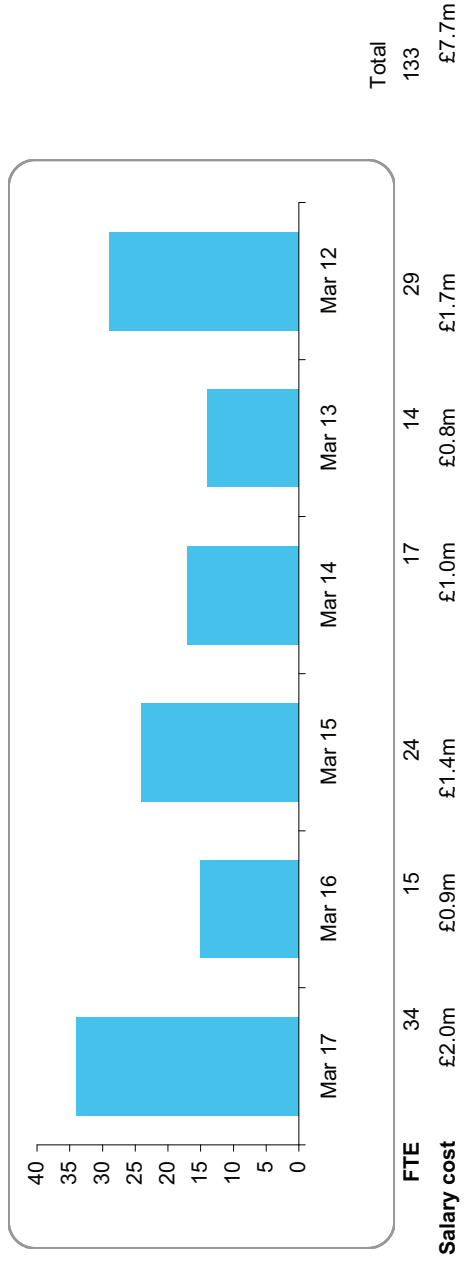
Source: ADR 582 (as at 31/03/12)

WORKFORCE BY FUNCTION
Budgeted FTE 2012/13 per 1,000

These charts show the workforce costs by function in terms of FTE per 1,000 population.
For definitions of the workforce categories, please refer to Appendix 2.

Local policing

Dealing with the public

Criminal justice

Specialist operations

Intelligence

Investigations

Investigative support

Support functions

Total exc national

City of London

22/10/2012

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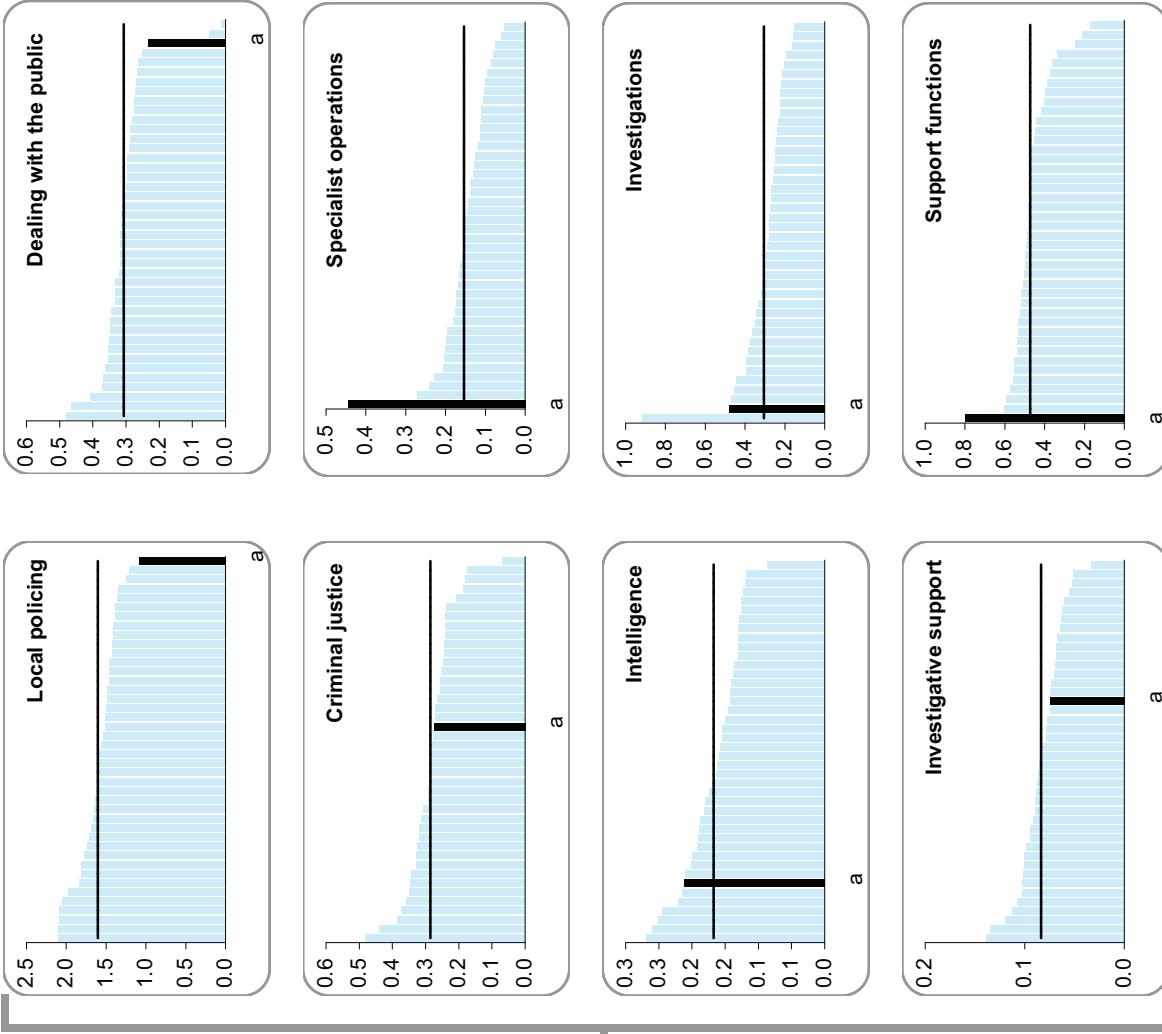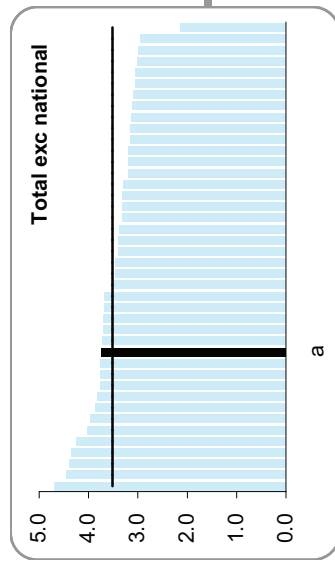
NET REVENUE EXPENDITURE BY FUNCTION

Cost per head of population by function

Note that workforce under the heading of 'local investigation' are included within 'local policing' not 'investigation'.

Charts: Dealing with the public, Local policing, Specialist operations, Criminal justice, Investigations, Intelligence, Support functions, Investigative support, Total exc national
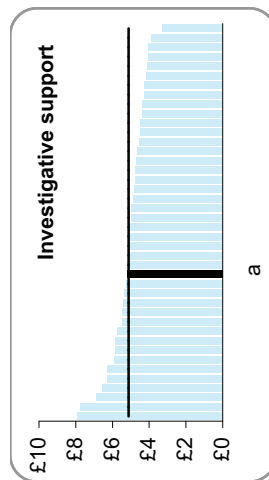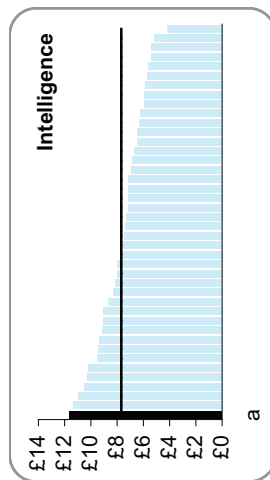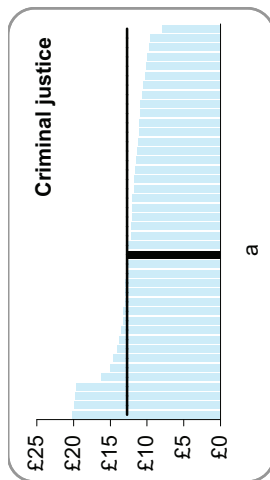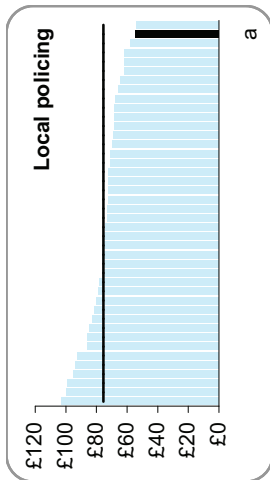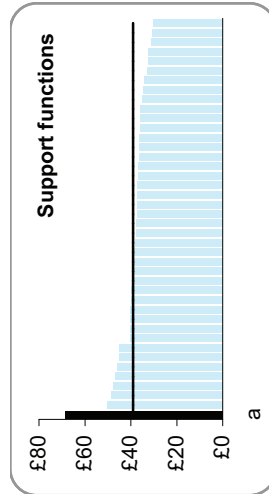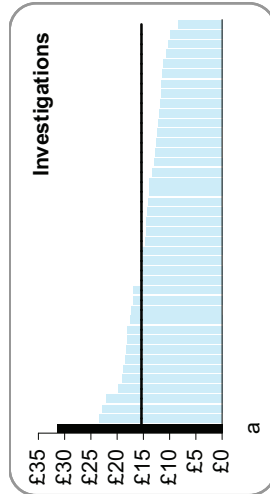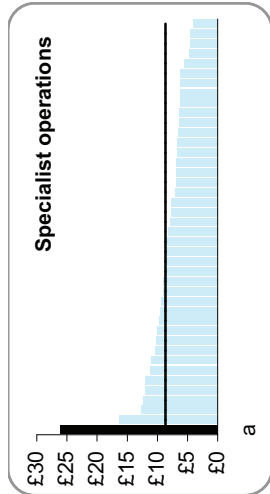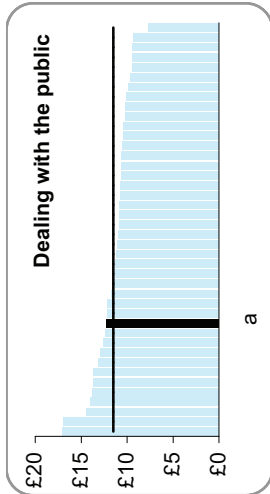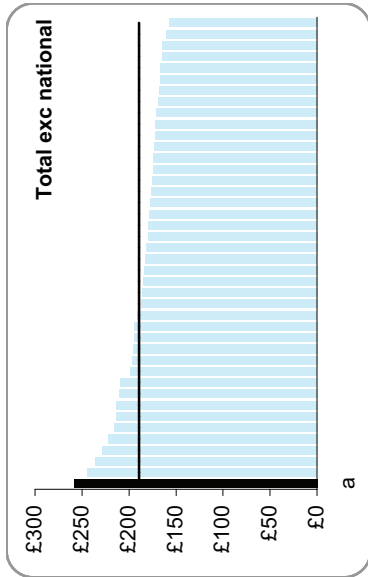
Population	308k						
			Averages			**Diff £m**	
	£m	£/head	All	MSG		All	MSG
Local policing	16.8	54.5	75.4	54.5		-6.5	0.0 <<
Dealing with the public	3.8	12.3	11.5	12.3		0.2	0.0
Criminal justice	3.9	12.7	12.7	12.7		0.0	0.0
Road policing	1.6	5.1	5.7	5.1		-0.2	0.0
Specialist operations	8.0	26.1	8.7	26.1		5.4	0.0 <<
Intelligence	3.6	11.6	7.7	11.6		1.2	0.0 <<
Investigations	9.7	31.4	15.4	31.4		4.9	0.0 <<
Investigative support	1.6	5.2	5.1	5.2		0.0	0.0
Support functions	21.1	68.3	39.0	68.3		9.0	0.0 <<
Police authority	0.0	0.1	1.2	0.1		-0.3	0.0 <<
Central costs	9.7	31.6	7.0	31.6		7.6	0.0 <<
Total exc national	79.8	258.9	189.4	258.9		21.4	0.0 <<
National policing	10.6	34.6	4.5	34.6		9.3	0.0 <<
Total	90.4	293.5	193.8	293.5		30.7	0.0 <<

Source: POA estimates 2012/13

LOCAL POLICING including local investigation/ prisoner processing
Objectives – cost per head of population

Incident (response) management

Neighbourhood policing

Local command team and support overheads

Specialist community liaison

Local policing

Local investigation
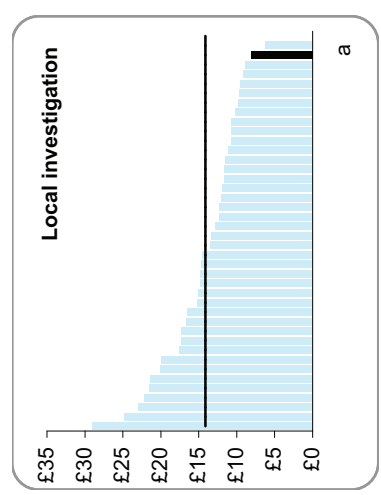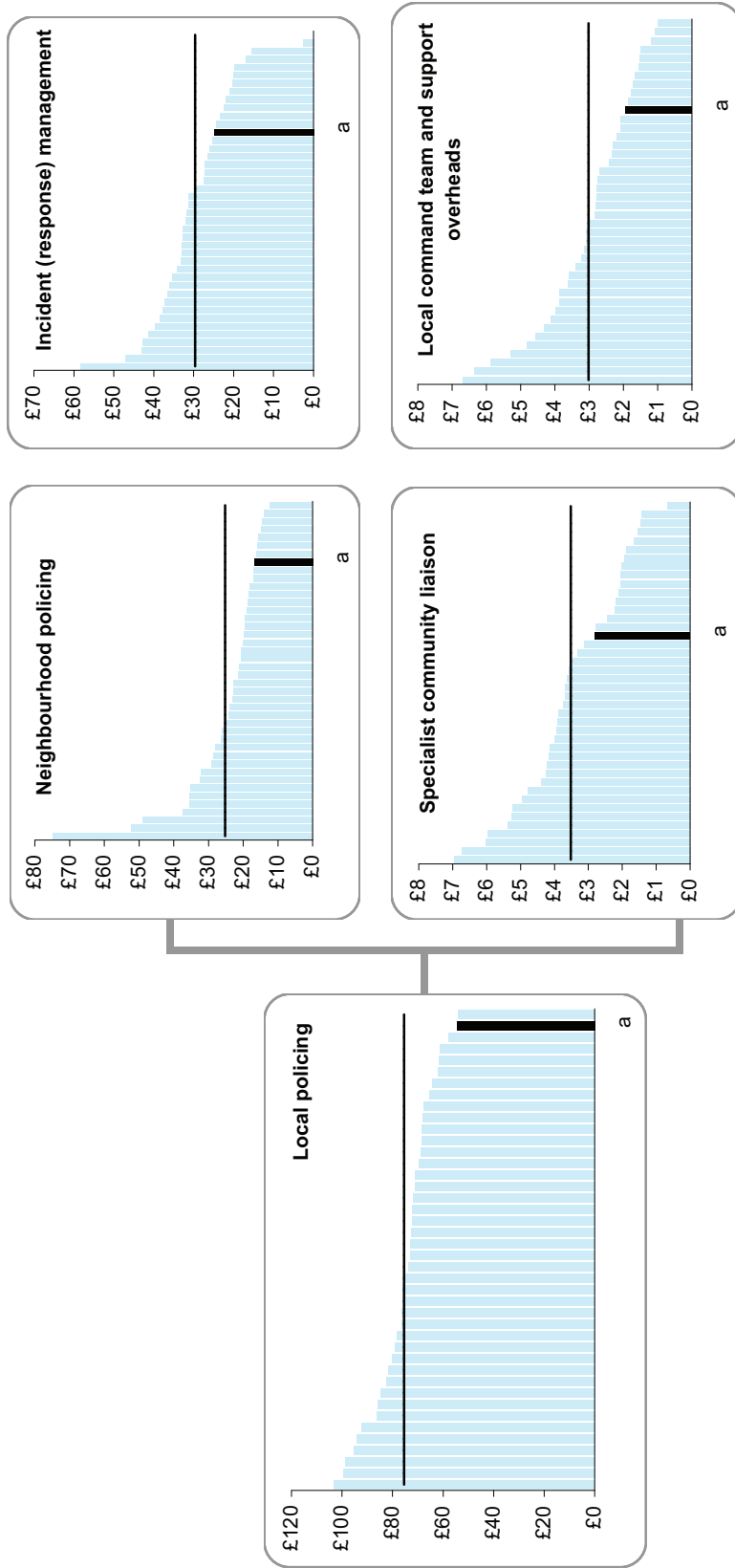
Population	308k

			Averages		Diff £m		% PO *	MSG
	£m	£/head	All	MSG	All	MSG		
Neighbourhood policing	5.2	16.7	25.2	16.7	-2.6	0.0	64%	64%
Incident (response) manageme	7.7	25.0	29.6	25.0	-1.4	0.0	100%	100%
Local Investigation	2.5	8.0	14.1	8.0	-1.9	0.0	100%	100%
Specialist community liaison	0.9	2.8	3.5	2.8	-0.2	0.0	86%	86%
Command team & support	0.6	1.9	3.0	1.9	-0.3	0.0	53%	53%
Total local policing	16.8	54.5	75.4	54.5	-6.5	0.0	87%	84%

| Total exc local investigation | 14.3 | 46.4 | 61.3 | 46.4 | -4.6 | 0.0 | 85% | 85% |

Source: POA estimates 2012/13

* PO salaries + overtime as % of gross expenditure

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Police officer overtime

Other staff salaries

Income exc grant

Police officer salaries

PCSO salaries

Non-staff costs

Local policing
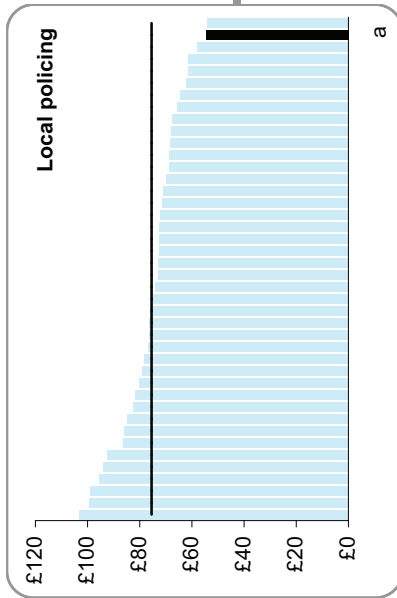
Staffing	FTE	FTE/1000	Averages All	Averages MSG	Diff FTE All	Diff FTE MSG
Police officers	279	0.91	1.27	0.91	-112	0
PCSOs	52	0.17	0.25	0.17	-26	0
Police staff	3	0.01	0.08	0.01	-22	0

Expenditure	£m	£/head	Averages All	Averages MSG	All	MSG
PO salaries	14.8	48.1	62.6	48.1	-4.5	0.0
PO overtime	0.2	0.7	1.8	0.7	-0.3	0.0
PCSOs	1.9	6.0	7.5	6.0	-0.5	0.0
Police staff	0.1	0.4	2.4	0.4	-0.6	0.0
Non-staff costs	0.3	1.1	2.4	1.1	-0.4	0.0
Income	-0.6	-1.8	-1.2	-1.8	-0.2	0.0
Total cost	16.8	54.5	75.4	54.5	-6.5	0.0

Cost/fte		Averages All	Averages MSG	All	MSG
Police officers	£53k	£49k	£53k	1.1	0.0
PCSOs	£36k	£30k	£36k	0.3	0.0
Staff	£38k	£29k	£38k	0.0	0.0

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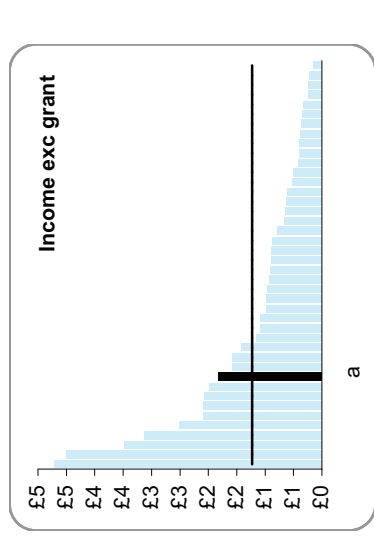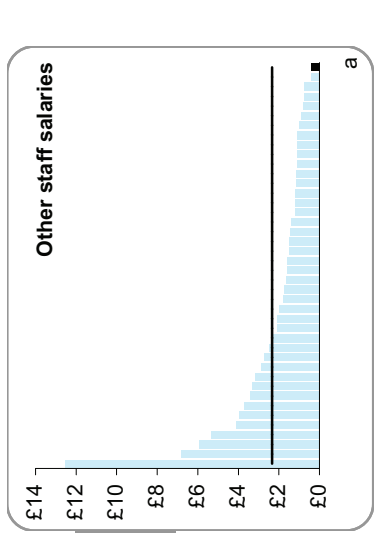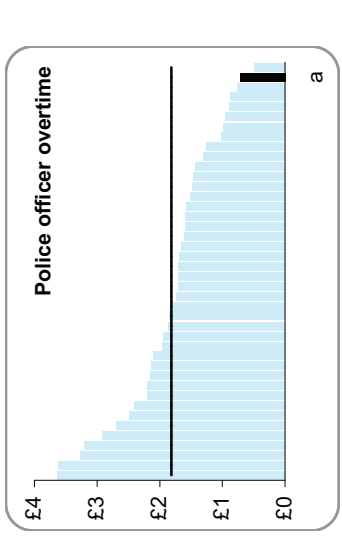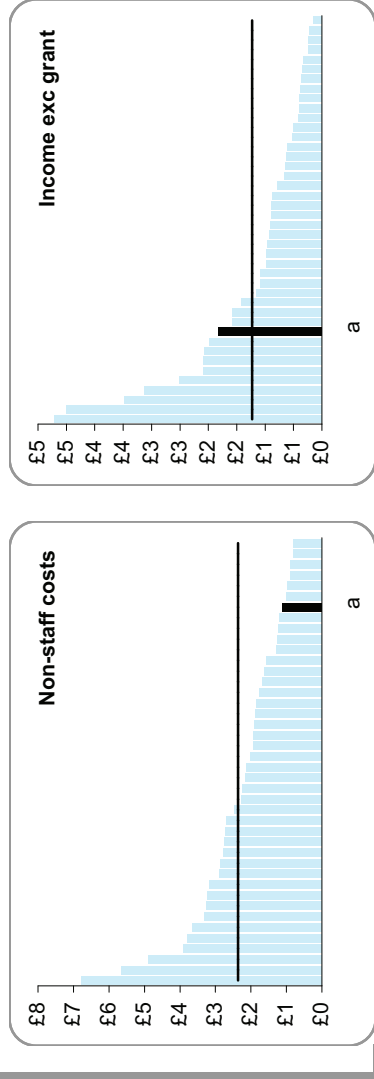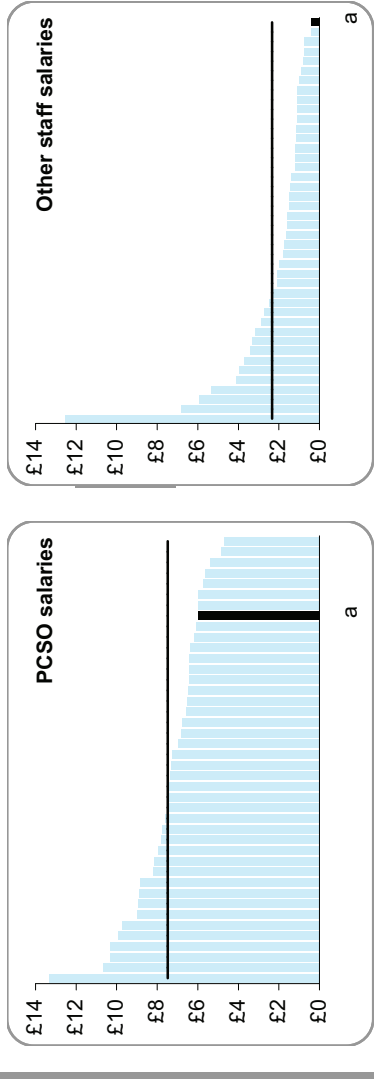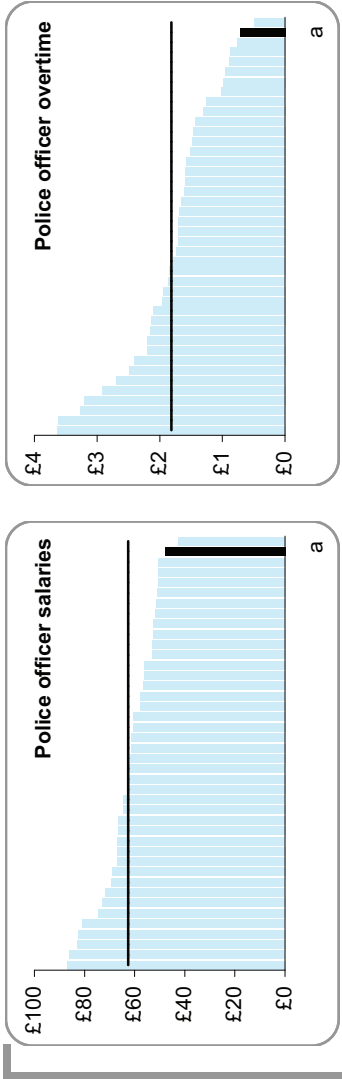
DEALING WITH THE PUBLIC

Objectives – cost per head of population

Central communications unit

Local call centres / front desk

Contact management units

Dealing with the public
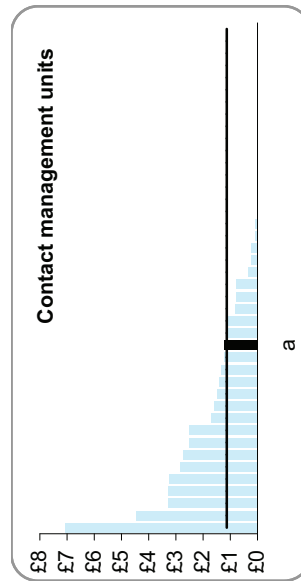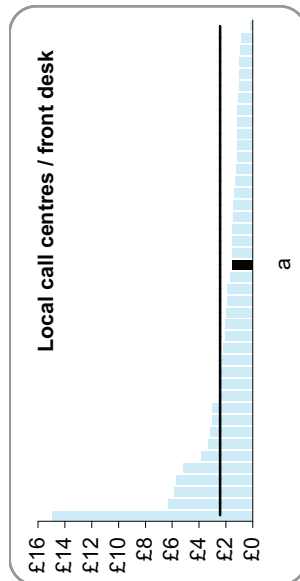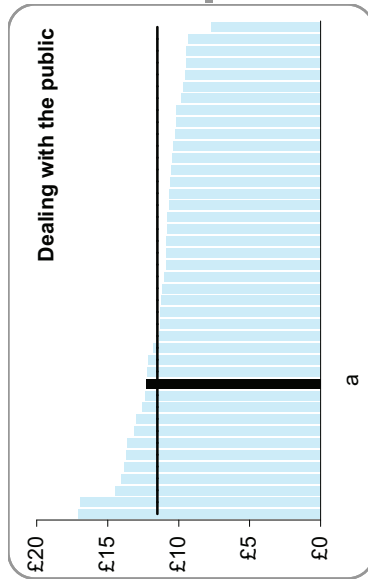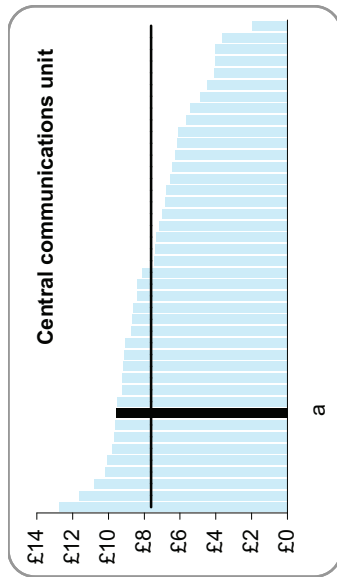
Population	308k

	Averages		
	£m	£/head	All	MSG
Central communications unit	3.0	9.6	7.6	9.6
Local call centres/front desk	0.5	1.5	2.4	1.5
Contact management units	0.4	1.2	1.1	1.2
Command team & support	0.0	0.0	0.3	0.0
Total dealing with the public	3.8	12.3	11.5	12.3

Source: POA estimates 2012/13

Diff £m		
	All	MSG
	0.6	0.0
	-0.3	0.0
	0.0	0.0
	-0.1	0.0
	0.2	0.0

	% PO	MSG
	53%	53%
	0%	0%
	33%	33%
	na	0%
	45%	45%

DEALING WITH THE PUBLIC
Use of resources

Police officers

Police staff

Dealing with the public
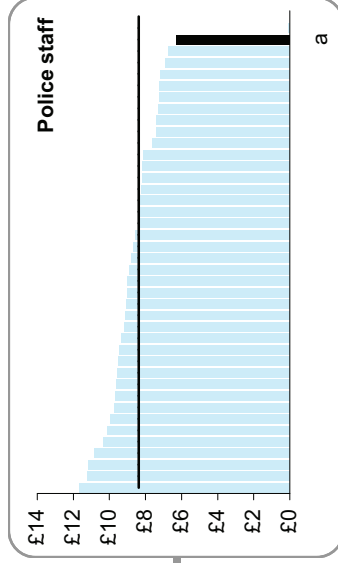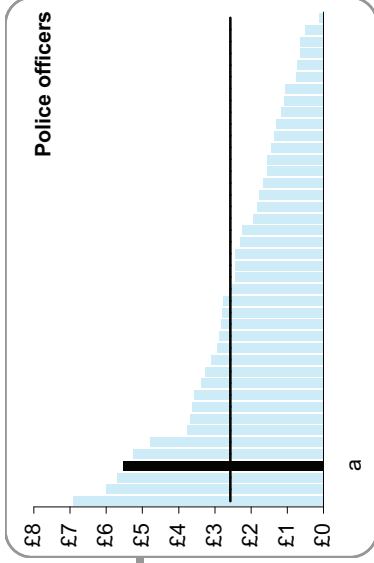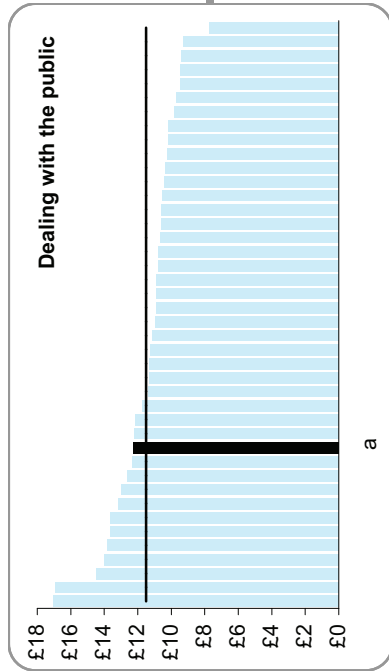
Staffing	FTE	FTE/1000	Averages		Diff FTE	
			All	MSG	All	MSG
Police officers	26	0.08	0.05	0.08	12	0
Police Staff	46	0.15	0.26	0.15	-35	0

Expenditure	£m	£/head	Averages		Diff FTE	
			All	MSG	All	MSG
Police officers	1.7	5.5	2.6	5.5	0.9	0.0
Police staff +PCSO	1.9	6.3	8.4	6.3	-0.6	0.0
Non-staff costs	0.2	0.6	0.6	0.6	0.0	0.0
Income	0.0	-0.1	-0.1	-0.1	0.0	0.0
Total cost	3.8	12.3	11.5	12.3	0.2	0.0

Cost/fte		Averages		Diff FTE	
		All	MSG	All	MSG
Police officers	£65k	£55k	£65k	0.2	0.0
Police Staff	£42k	£31k	£42k	0.5	0.0

Source: POA estimates 2012/13

HMIC

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999 CALLS
2011/12

Data taken from ADR 441, showing the number of calls per 1,000 population and per staff within central communications units (CCU) and also within CCU + Front Desk combined to account for differences in force structure.

Cost per call is calculated using the same function.
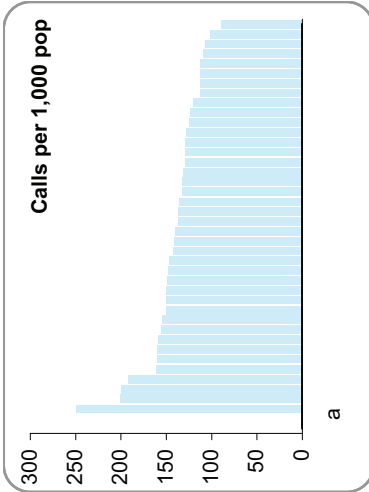
Calls per 1,000 pop

Population	308k
Calls received	-

Central communications unit only

Cost per call

FTE per 1000
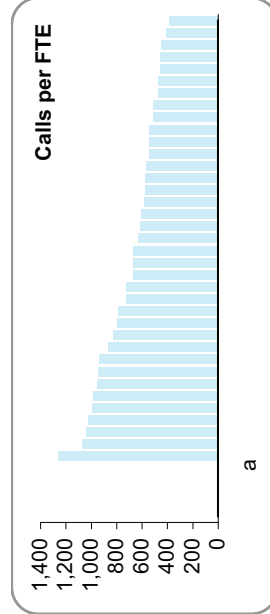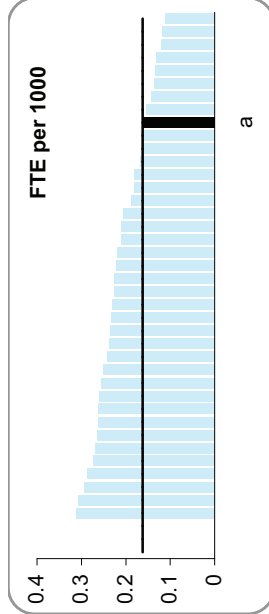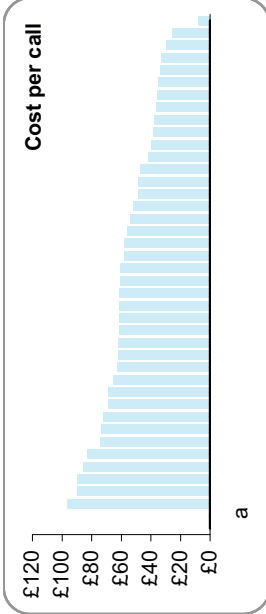
Calls per FTE

FTE staff	50
Gross cost	£3.0m

		Avg
FTE/1000 pop	0.16	0.16
Calls per FTE	na	0
Calls per 1000	na	0

Cost per call	na	£0

CCU + Front Desk

Cost per call

FTE per 1000
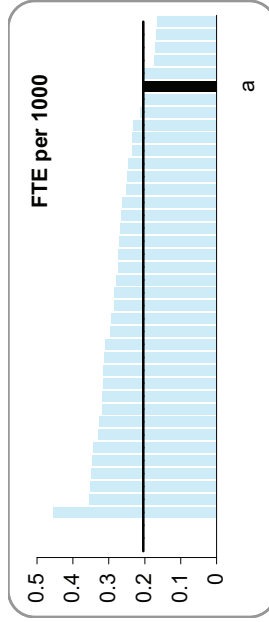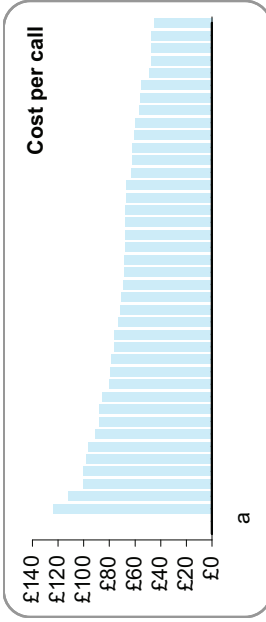
Calls per FTE

FTE staff	63
Gross cost	£3.4m

		Avg
FTE/1000 pop	0.20	0.20
Calls per FTE	na	0
Calls per 1000	na	0

Cost per call	na	£0

Source: ADR 441

Source: POA data

City of London

22/10/2012

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EMERGENCY & PRIORITY (EP) CALLS PER POPULATION
2011-12

Number of emergency (aim to arrive within 15 minutes in urban and 20 minutes in rural areas) and priority (aim to arrive within 60 minutes) graded closing incident codes, showing incidents per population.

ASB

Crimes

All Other

EP calls per 1000 pop
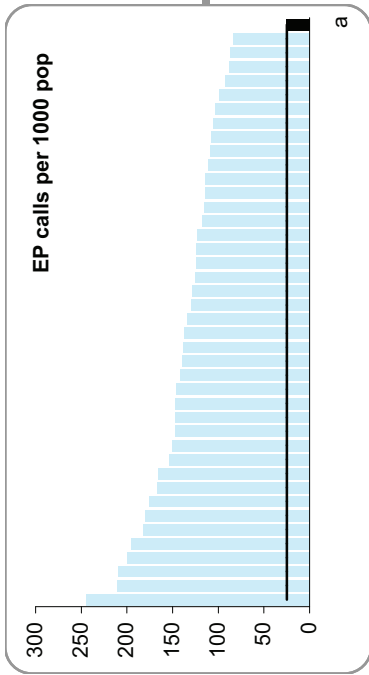
Population	308k

Calls

	Calls	Calls/1000	MSG Avg
ASB	943	3	3
Crimes	2,112	7	7
All Other	4,581	15	15
EP Total	7,636	25	25
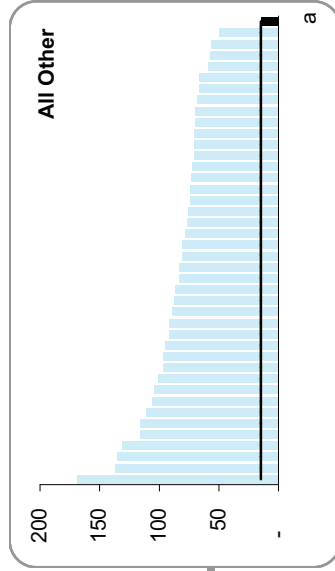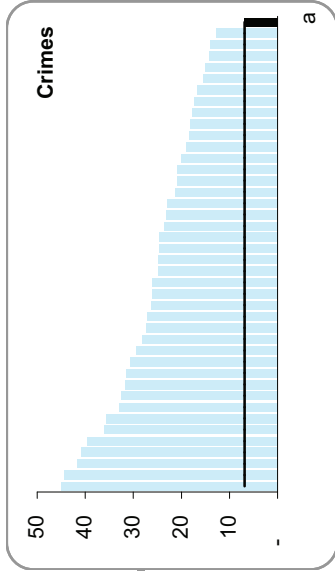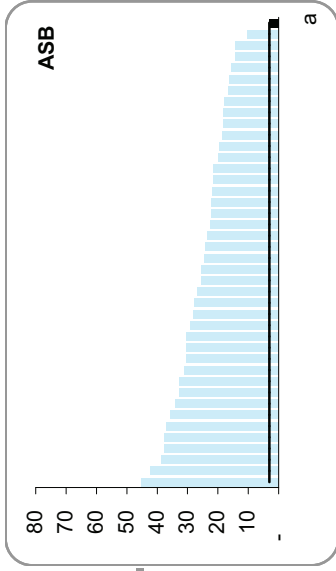
CRIMINAL JUSTICE ARRANGEMENTS
Objectives – cost per head of population

Criminal justice

Custody

Criminal justice

Surgeons, doctors & other medical staff

Interpreters & translators
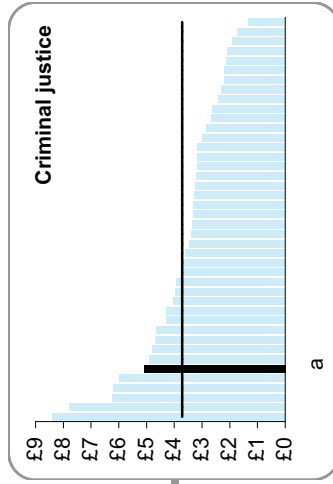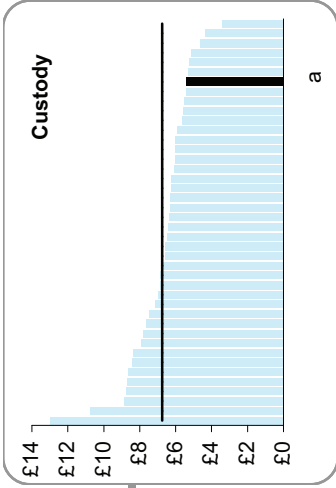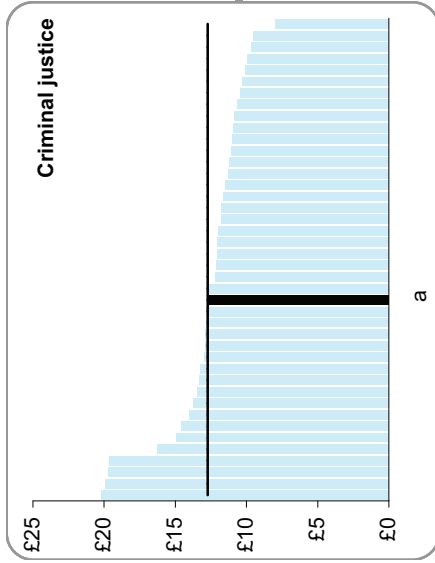
Population	308k

	£m	£/head	*Averages*		*Diff £m*		**% PO**	**MSG**
			All	MSG	All	MSG		
Custody *	1.7	5.4	6.8	5.4	-0.4	0.0	51%	51%
Criminal justice	1.6	5.1	3.7	5.1	0.4	0.0	33%	33%
Police national computer	0.6	1.8	0.9	1.8	0.3	0.0	0%	0%
Criminal records bureau	0.0	0.0	0.4	0.0	-0.1	0.0	na	0%
Property officer / stores	0.1	0.2	0.3	0.2	0.0	0.0	0%	0%
Coroner assistance	0.1	0.2	0.2	0.2	0.0	0.0	100%	100%
Fixed penalty scheme	0.0	0.0	0.2	0.0	-0.1	0.0	na	0%
Command team & support	0.0	0.0	0.3	0.0	-0.1	0.0	na	0%
Total criminal justice arrangements	3.9	12.7	12.7	12.7	0.0	0.0	36%	36%

*Source: POA estimates 2012/13   * Appendix 3 lists the forces that outsource custody*

Note: Custody above includes

	£m	£/head	All	MSG		All	MSG
Surgeons, doctors & other medical	0.6	2.04	1.02	2.04		0.3	0.0
Interpreters & translators	0.1	0.33	0.31	0.33		0.0	0.0

Source: CIPFA Police Estimates Statistics 2012-13, as POA data was incomplete within these objectives.
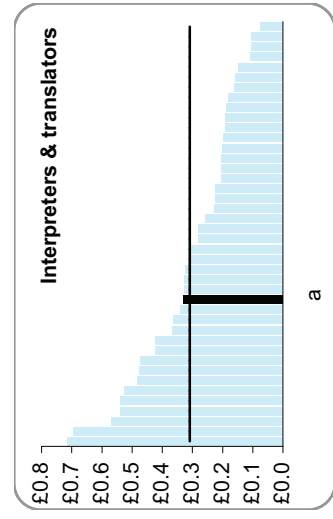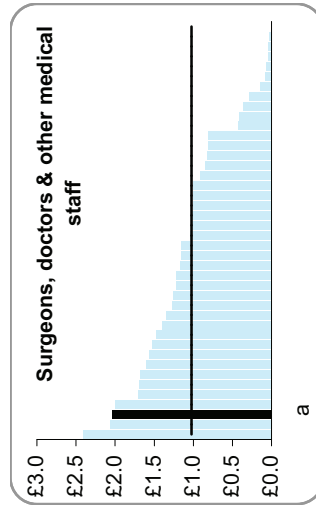
CRIMINAL JUSTICE ARRANGEMENTS
Use of resources

Police officers

Police staff

Non-staff costs

Income

Criminal justice
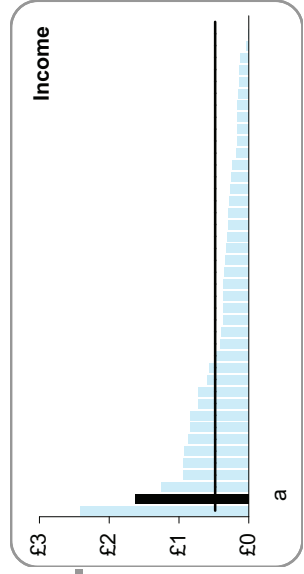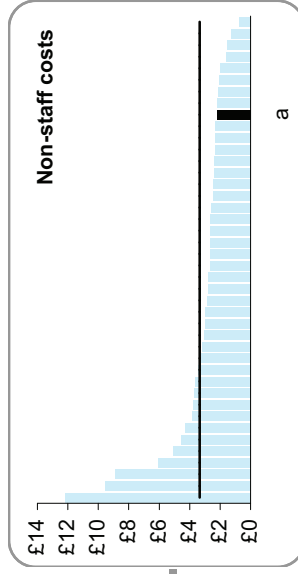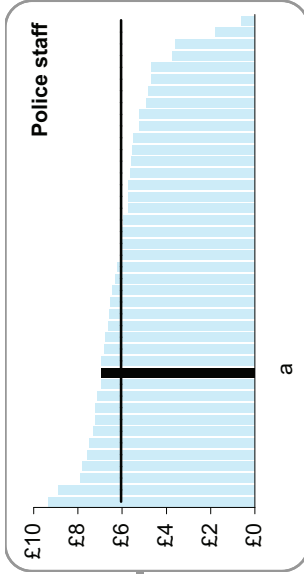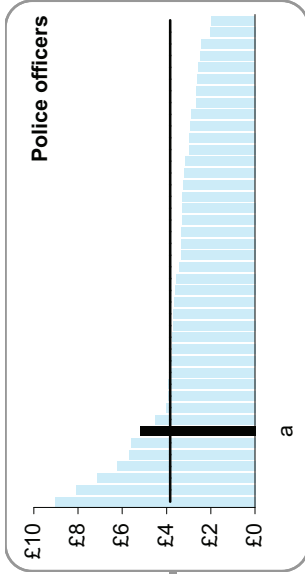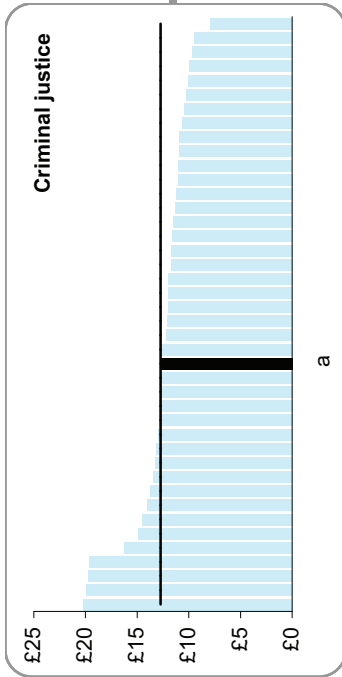
Staffing	FTE	FTE/1000	Averages	
			All	MSG
Police officers	30	0.10	0.07	0.10
Police Staff	55	0.18	0.22	0.18

				Diff FTE	
				All	MSG
				9	0
				-12	0

Expenditure	£m	£/head	Averages			Diff £m	
			All	MSG		All	MSG
Police officers	1.6	5.2	3.8	5.2		0.4	0.0
Police staff +PCSO	2.1	6.9	6.0	6.9		0.3	0.0
Non-staff costs	0.7	2.2	3.3	2.2		-0.4	0.0
Income	-0.5	-1.6	-0.5	-1.6		-0.4	0.0
Total cost	3.9	12.7	12.7	12.7		0.0	0.0

Cost/FTE			All	MSG		Diff £m	
						All	MSG
Police officers		£53k	£55k	£53k		-0.1	0.0
Police Staff	£39k		£28k	£39k		0.6	0.0

Source: POA estimates 2012/13
HMIC

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CRIMINAL JUSTICE

Staffing and cost compared to charges

These charts show the NRE cost of criminal justice (as opposed to criminal justice arrangements) per 100 charges.
FTE within the criminal justice function is then shown per 100 charges.
Crimes stated are those recorded on Crimesec3

Criminal justice cost per 100 charges

Criminal justice FTE per 100 charges
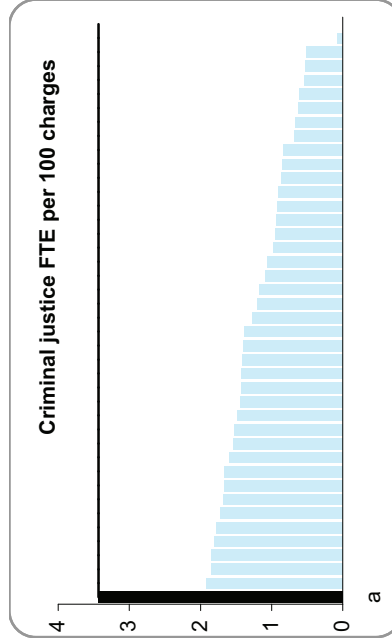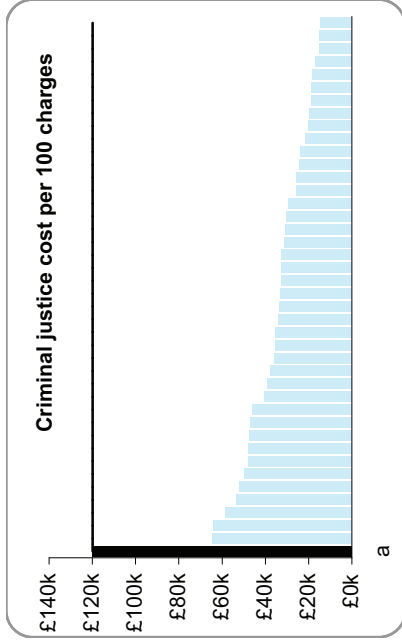
Charges	1,311		

	per 100 charges	Group	Diff
Criminal justice FTE	45	3.4	3.4	0
Criminal justice cost	£1.6m	£120k	£120k	£0.0m

Source: POA estimates 2012/13

SPECIALIST OPERATIONS
Objectives – cost per head of population

Firearms unit

Dogs section

Level 1 advanced public order

Air operations

Specialist operations

Central operations command team & support overheads

Population	308k
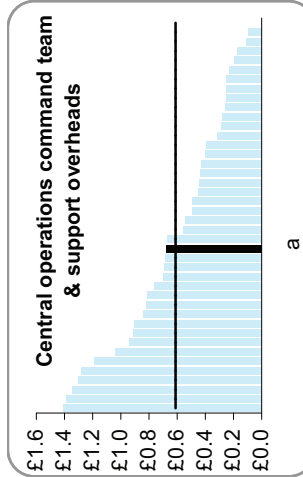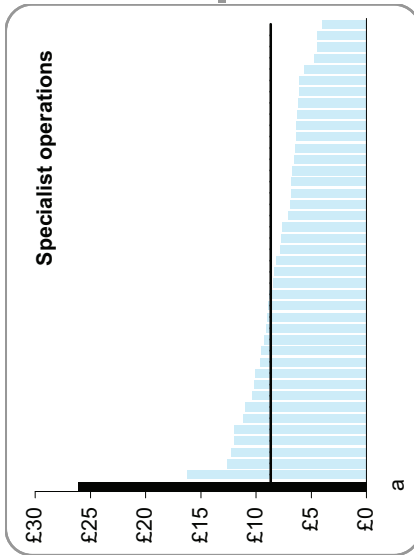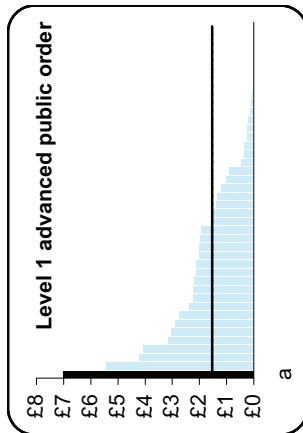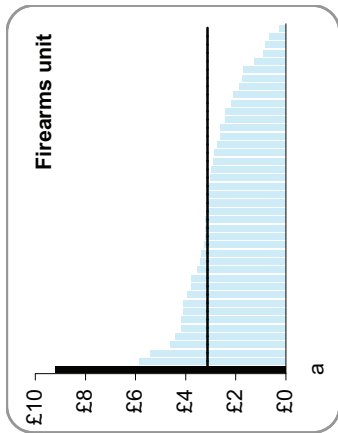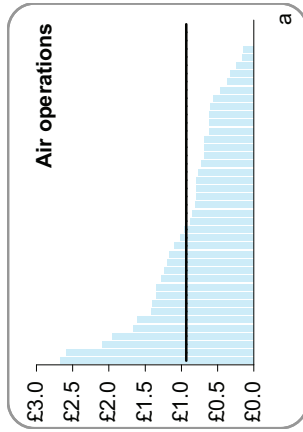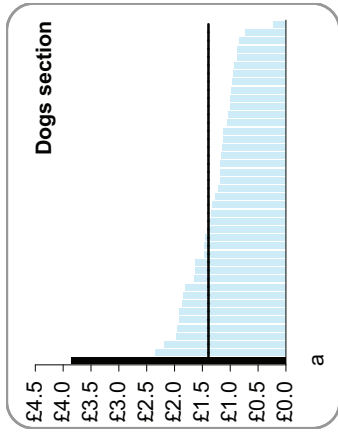
	£m	£/head	Averages All	Averages MSG	Diff £m All	Diff £m MSG		% PO	MSG
Firearms unit	2.8	9.2	3.1	9.2	1.9	0.0	<<	96%	96%
Dogs section	1.2	3.9	1.4	3.9	0.8	0.0	<<	99%	99%
Lev 1 adv public order	2.2	7.0	1.5	7.0	1.7	0.0	<<	98%	98%
Air operations	0.0	0.0	0.9	0.0	-0.3	0.0		na	0%
Civil contingencies	0.7	2.2	0.7	2.2	0.5	0.0	<<	81%	81%
Specialist terrain	0.0	0.0	0.1	0.0	0.0	0.0		na	0%
Mounted police	1.0	3.1	0.2	3.1	0.9	0.0	<<	69%	69%
Airports & ports	0.0	0.0	0.0	0.0	0.0	0.0		na	0%
Command team & support	0.2	0.7	0.6	0.7	0.0	0.0		96%	96%
Total specialist operations	8.0	26.1	8.7	26.1	5.4	0.0	<<	93%	93%

Staffing	FTE
Firearms unit	53
Dogs section	19
Lev 1 adv public order	39

SPECIALIST OPERATIONS
Use of resources

Police officer salaries

Non-staff costs

Specialist operations
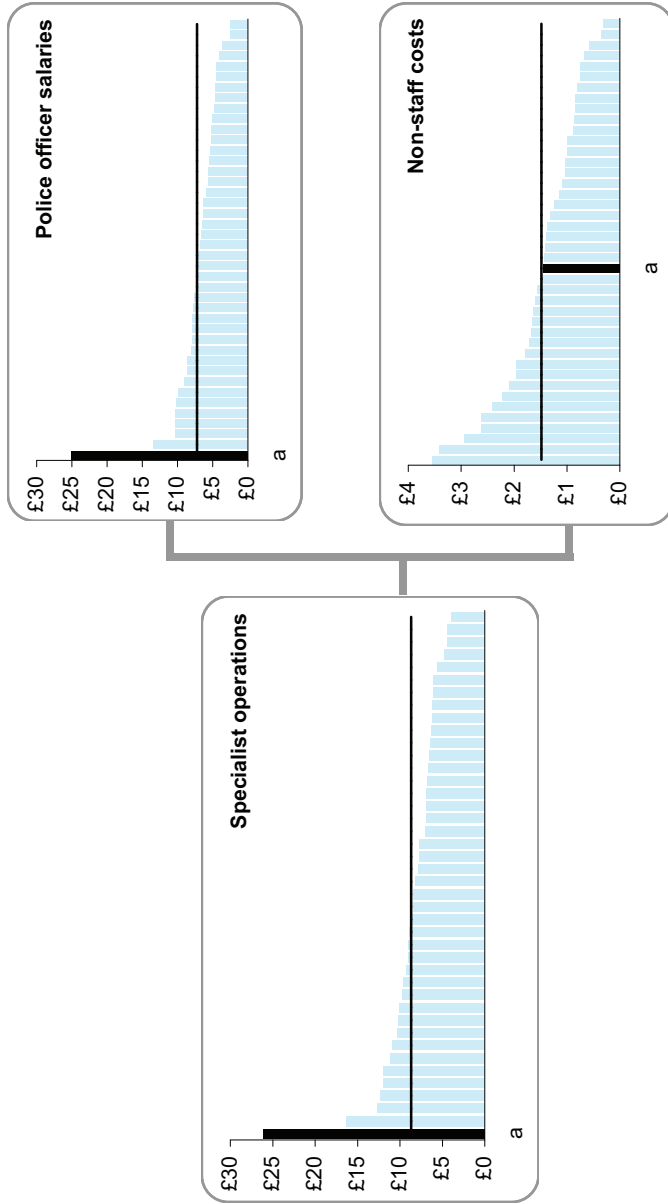
Staffing	FTE	FTE/1000	Averages		Diff FTE	
			All	MSG	All	MSG
Police officers	133	0.43	0.14	0.43	90	0
Police Staff	4	0.01	0.01	0.01	0	0

Expenditure	£m	£/head	Averages		Diff £m	
			All	MSG	All	MSG
PO salaries	7.7	25.0	7.2	25.0	5.5	0.0
PO overtime	0.3	0.9	0.3	0.9	0.2	0.0
Police staff	0.2	0.5	0.5	0.5	0.0	0.0
Non-staff costs	0.4	1.4	1.5	1.4	0.0	0.0
Income	-0.5	-1.8	-0.9	-1.8	-0.3	0.0
Total cost	8.0	26.1	8.7	26.1	5.4	0.0

Cost/fte		All	MSG	Diff £m	
				All	MSG
Police officers	£58k	£52k	£58k	0.8	0.0
Police staff	£39k	£32k	£39k	0.0	0.0

Source: POA estimates 2012/13

INTELLIGENCE

Objectives – cost per head of population

Intelligence

Intelligence gathering

Intelligence analysis / threat assessments
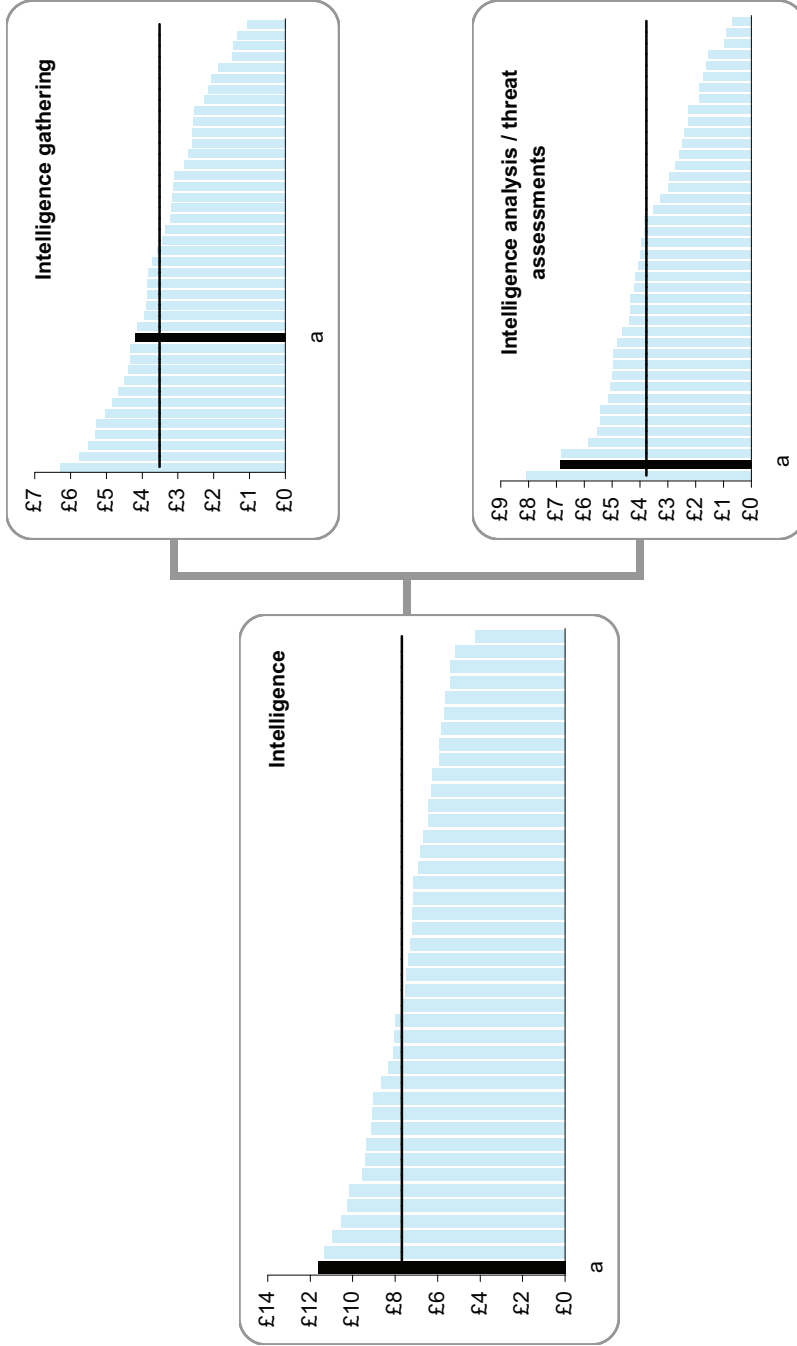
Population	308k

	£m	£/head	Averages		Diff £m		% PO	MSG
			All	MSG	All	MSG		
Intelligence gathering	1.3	4.2	3.5	4.2	0.2	0.0	95%	95%
Intelligence analysis/threat assessments	2.1	6.9	3.8	6.9	1.0	0.0 <<	48%	48%
Command team & support	0.2	0.6	0.4	0.6	0.1	0.0	100%	100%
Total intelligence	3.6	11.6	7.7	11.6	1.2	0.0 <<	68%	68%

Source: POA estimates 2012/13

INTELLIGENCE
Use of resources

Police officers

Other staff salaries

Intelligence
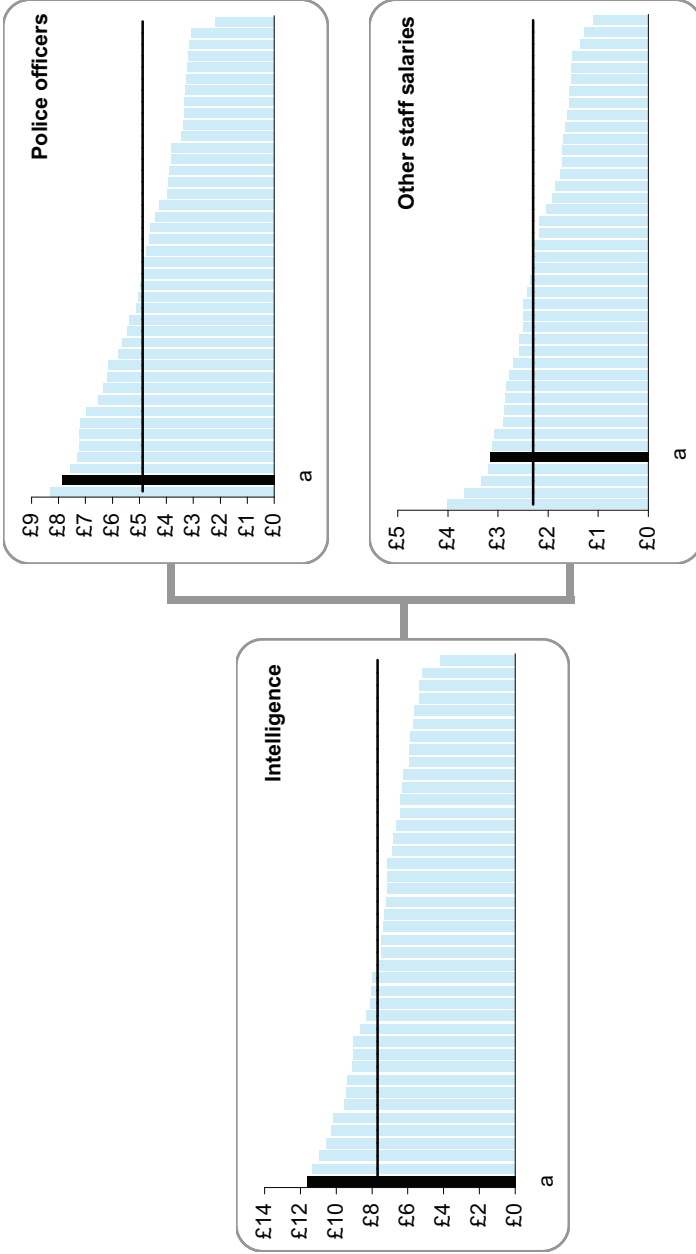
Staffing	FTE	FTE/1000	Averages		Diff FTE	
			All	MSG	All	MSG
Police officers	40	0.13	0.09	0.13	12	0
Police staff	25	0.08	0.07	0.08	2	0

Expenditure	£m	£/head	All	MSG	Diff £m All	MSG
Police officers	2.4	7.9	5.0	7.9	0.9	0.0
Police staff	1.0	3.2	2.3	3.2	0.3	0.0
Non-staff costs	0.2	0.6	0.7	0.6	0.0	0.0
Income	0.0	0.0	-0.3	0.0	0.1	0.0
Total cost	3.6	11.6	7.7	11.6	1.2	0.0

Cost/fte		All	MSG	Diff £m All	MSG
Police officers	£60k	£53k	£60k	0.3	0.0
Police staff	£38k	£30k	£38k	0.2	0.0

Source: POA estimates 2012/13

INVESTIGATIONS exc local investigation/prisoner processing

Objectives – cost per head of population

Public protection

Major investigations unit

Serious & organised crime unit

Economic crime

Specialist investigation units

Crime support command team and support overheads

Investigations

Population	308k
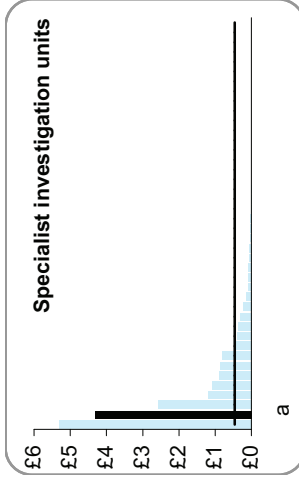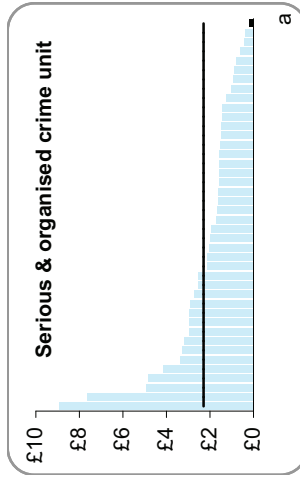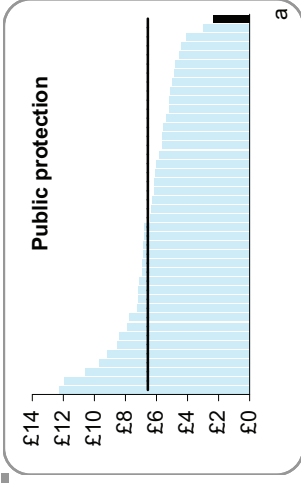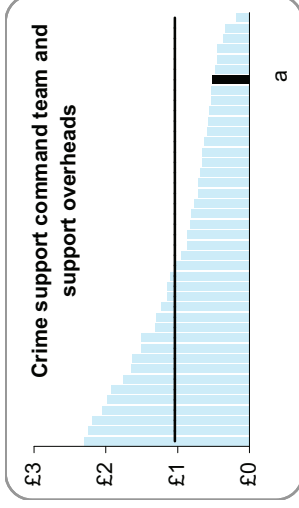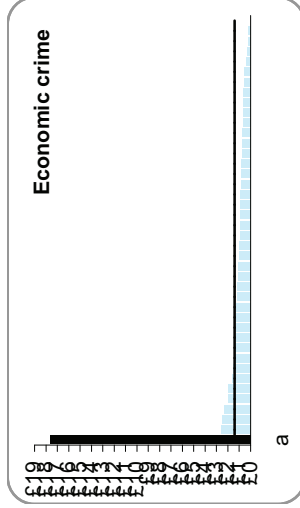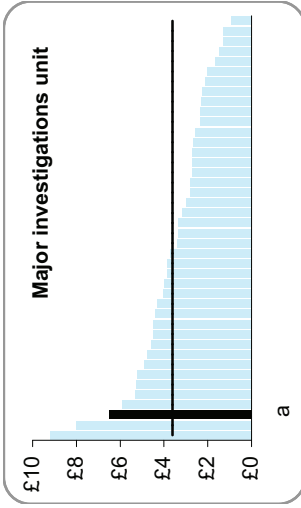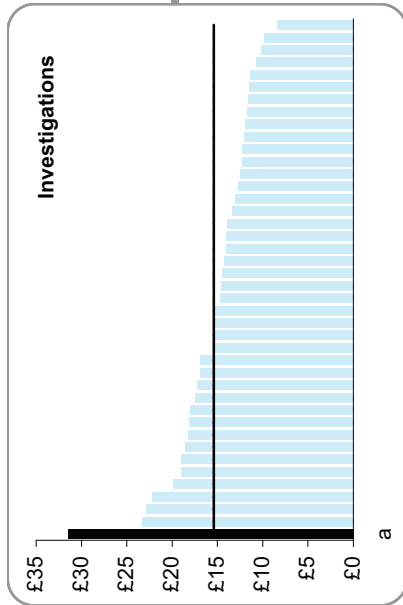
	£m	£/head	Averages All	Averages MSG	Diff £m All	Diff £m MSG		% PO	MSG
Public protection	0.7	2.32	6.55	2.32	-1.3	0.0		93%	93%
Major investigations unit	2.0	6.48	3.61	6.48	0.9	0.0		94%	94%
Serious/organised crime unit	0.1	0.20	2.30	0.20	-0.6	0.0	<<	100%	100%
Economic crime	5.4	17.62	1.42	17.62	5.0	0.0	<<	84%	84%
Specialist investigation units	1.3	4.30	0.46	4.30	1.2	0.0	<<	95%	95%
Command team & support	0.2	0.52	1.04	0.52	-0.2	0.0		79%	79%
Total	9.7	31.44	15.39	31.44	4.9	0.0	<<	88%	77%

INVESTIGATIONS
Use of resources

Police officer salaries

Other staff salaries

Non-staff costs

Investigations
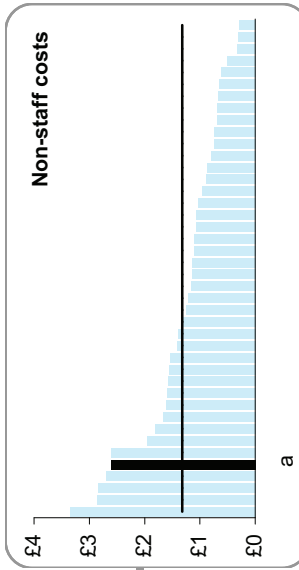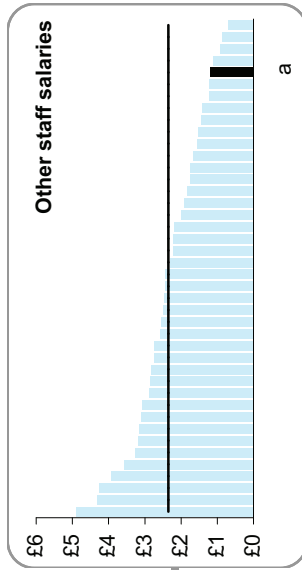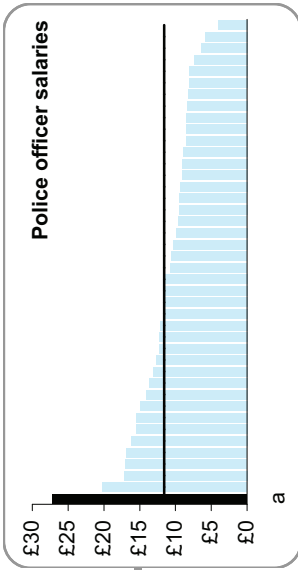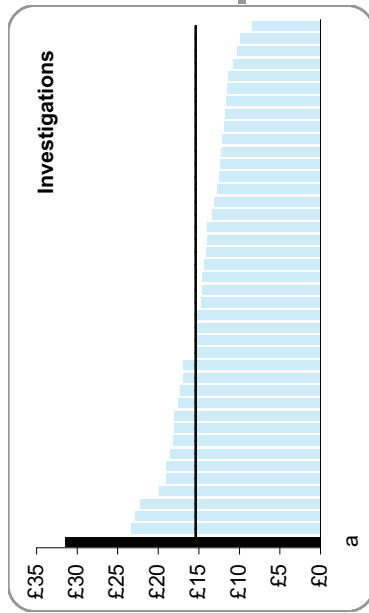
Staffing	FTE	FTE/1000		Averages			Diff FTE	
				All	MSG		All	MSG
Police officers	139	0.45		0.23	0.45		68	0
Police staff	9	0.03		0.07	0.03		-14	0

Expenditure	£m	£/head		All	MSG		All	MSG
							Diff £m	
PO salaries	8.4	27.2		11.6	27.2		4.8	0.0
PO overtime	0.1	0.5		0.6	0.5		0.0	0.0
Police staff	0.4	1.2		2.3	1.2		-0.4	0.0
Non-staff costs	0.8	2.6		1.3	2.6		0.4	0.0
Income	0.0	0.0		-0.5	0.0		0.1	0.0
Total cost	9.7	31.4		15.4	31.4		4.9	0.0

Cost/FTE				All	MSG		All	MSG
							Diff £m	
Police officers		£60k		£50k	£60k		1.4	0.0
Police staff		£41k		£31k	£41k		0.1	0.0

Source: POA estimates 2012/13

INVESTIGATIVE SUPPORT

Objectives – cost per head of population

External forensic costs

Scenes of crime officers

Fingerprint / internal forensic costs

Investigative support
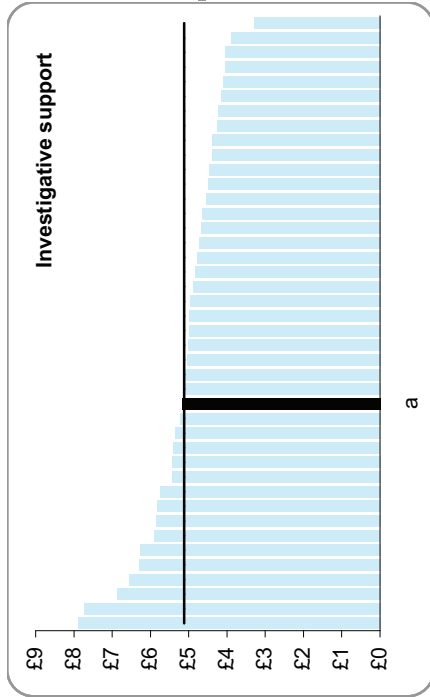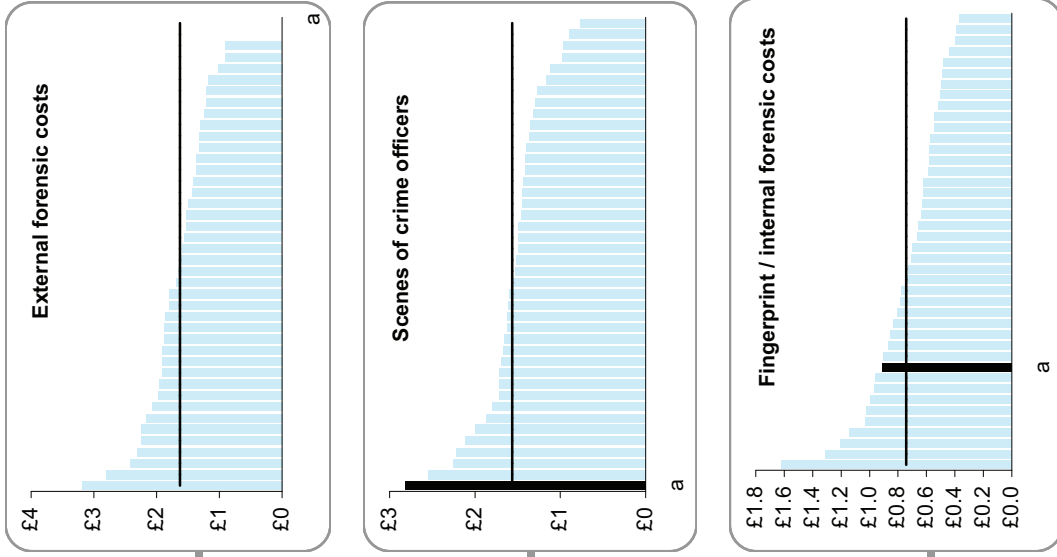
Population	308k

	£m	£/head	Averages		Diff £m		% PO	MSG
			All	MSG	All	MSG		
External forensic costs	0.0	-	1.63	-	-0.5	0.0	na	0%
Scenes of crime officers	0.9	2.81	1.56	2.81	0.4	0.0	44%	44%
Fingerprint/DNA bureau	0.3	0.91	0.74	0.91	0.1	0.0	0%	0%
Photographic image recovery	0.0	0.11	0.27	0.11	-0.1	0.0	0%	0%
Other forensic services	0.4	1.35	0.74	1.35	0.2	0.0	91%	91%
Command team & support	0.0	-	0.18	-	-0.1	0.0	na	0%
Total investigative support	1.6	5.18	5.12	5.18	0.0	0.0	48%	48%

City of London
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INVESTIGATIVE SUPPORT
Use of resources

Investigative support

Other staff salaries

Non-staff costs
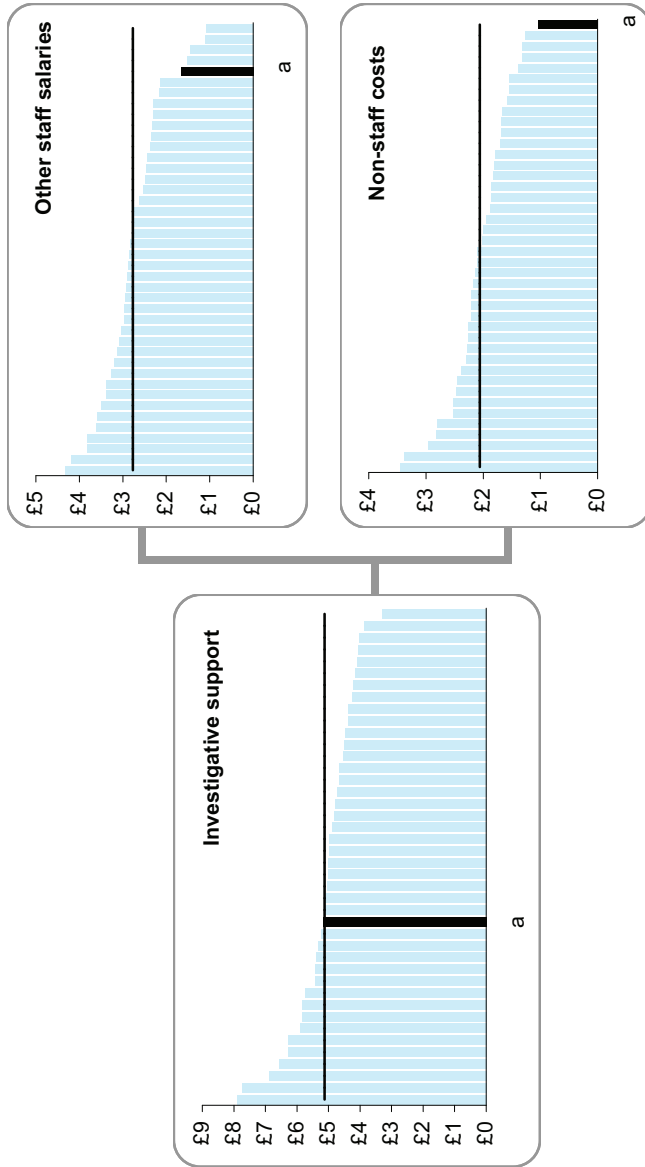
Staffing	FTE	FTE/1000	All	MSG		Diff FTE	
						All	MSG
Police officers	11	0.04	0.01	0.04		9	0
Police staff	12	0.04	0.08	0.04		-12	0

Expenditure	£m	£/head	Avg	MSG		Diff £m	
						All	MSG
PO salaries	0.8	2.5	0.3	2.5		0.7	0.0
Police staff	0.5	1.7	2.8	1.7		-0.3	0.0
Non-staff costs	0.3	1.0	2.1	1.0		-0.3	0.0
Income	0.0	0.0	0.0	0.0		0.0	0.0
Total cost	1.6	5.2	5.1	5.2		0.0	0.0

Cost/fte		Avg	MSG		Diff £m	
					All	MSG
Police officers	£68k	£55k	£68k		0.1	0.0
Police staff	£43k	£35k	£43k		0.1	0.0

Source: POA estimates 2012/13

SUPPORT FUNCTIONS

Objectives – cost per head of population
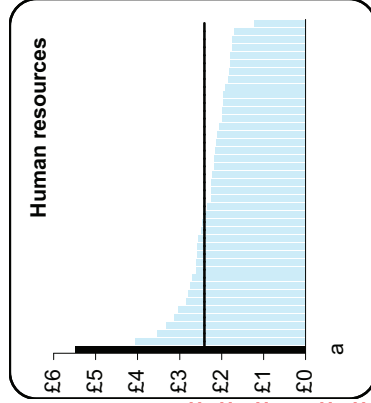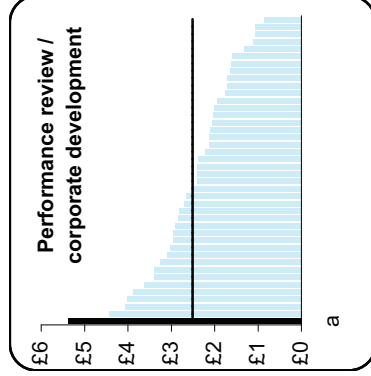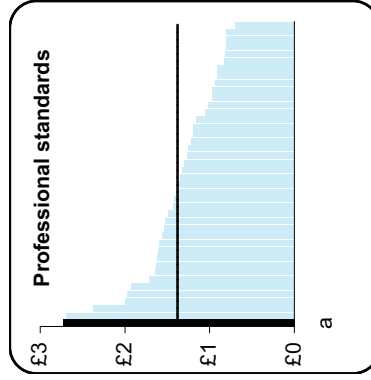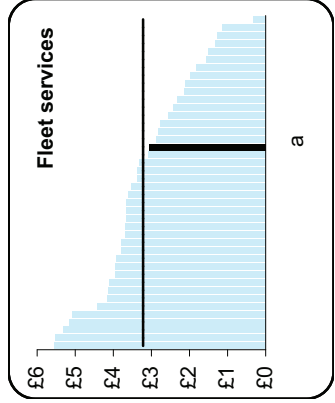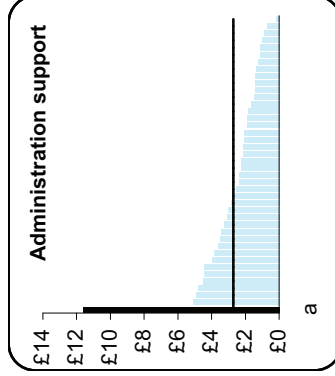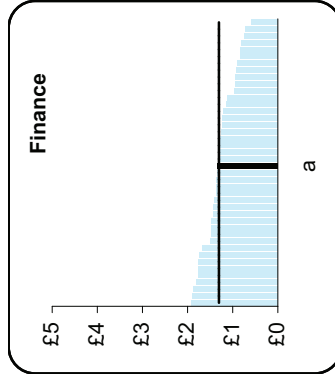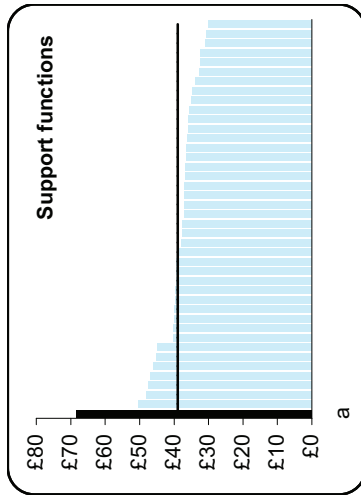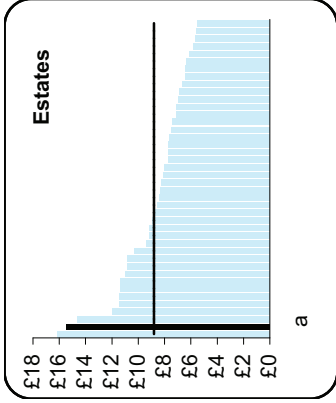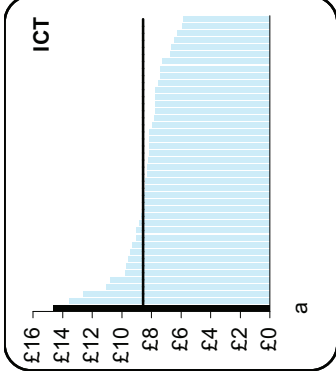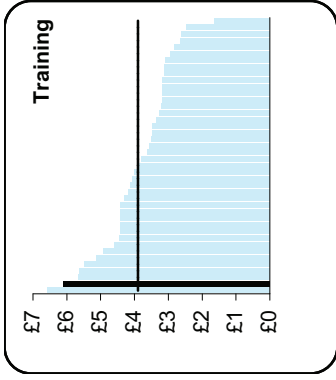
Population	308

	£m	£/head	Averages		Diff £m	
			All	MSG	All	MSG
Estates/building costs	4.8	15.5	8.8	15.5	2.1	0.0
ICT	4.5	14.6	8.6	14.6	1.9	0.0
Training	1.9	6.1	3.9	6.1	0.7	0.0
Fleet services	0.9	3.1	3.2	3.1	-0.1	0.0
Administration support	3.6	11.6	2.7	11.6	2.8	0.0
Human resources	1.7	5.5	2.4	5.5	0.9	0.0
Finance	0.4	1.3	1.3	1.3	0.0	0.0
Performance review	1.7	5.4	2.5	5.4	0.9	0.0
Professional standards	0.8	2.7	1.4	2.7	0.4	0.0
All other	0.8	2.5	4.2	2.5	-0.5	0.0
Total	21.1	68.3	39.0	68.3	9.0	0.0

Source: POA estimates 2012/13

Police officers

Other staff salaries

Non-staff costs

Support functions
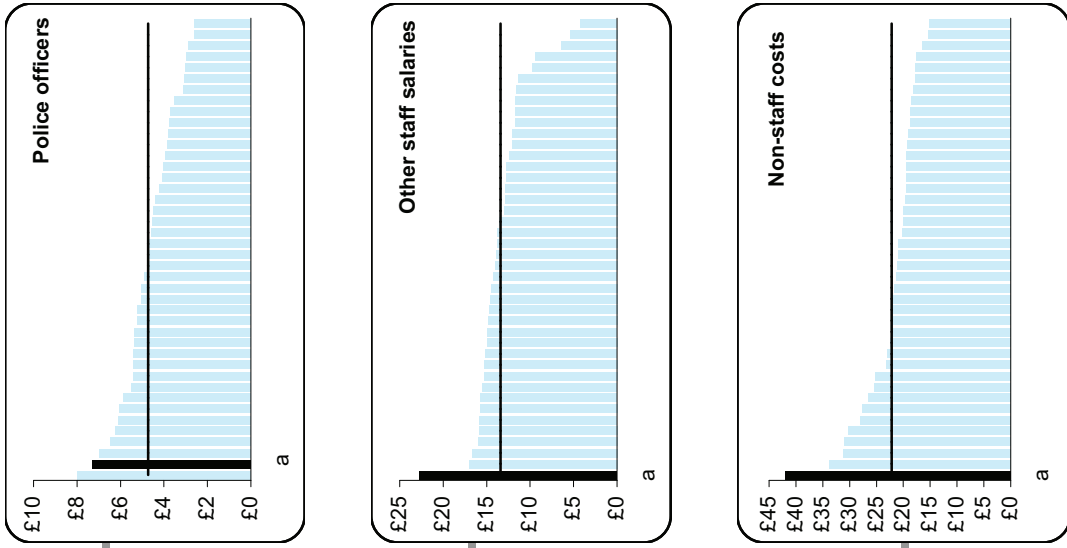
Staffing	FTE	FTE/1000	Averages		Diff FTE	
			All	MSG	All	MSG
Police officers	58	0.19	0.08	0.19	35	0
Police staff	188	0.61	0.40	0.61	65	0

Expenditure	£m	£/head	All	MSG	Diff £m	
					All	MSG
Police officers	2.2	7.3	4.7	7.3	0.8	0.0
Police staff	7.0	22.7	13.4	22.7	2.9	0.0
Non-staff costs	12.9	42.0	22.2	42.0	6.1	0.0
Income	-1.1	-3.6	-1.4	-3.6	-0.7	0.0
Total cost	21.1	68.3	39.0	68.3	9.0	0.0

Cost/FTE		All	MSG	Diff £m	
				All	MSG
Police officers	£39k	£61k	£39k	-1.3	0.0
Police staff	£37k	£34k	£37k	0.7	0.0

Source: POA estimates 2012/13

SUPPORT FUNCTIONS

These charts provide a detailed breakdown of support service functions as a cost per FTE and a percentage of total NRE.

Cost per FTE

% NRE

Total FTE	1,354	
Total NRE	£90m	

	Cost £m	per FTE	Avg	Diff £m
Human resources	1.69	£1,245	£675	0.8
Finance	0.41	£305	£369	-0.1
ICT	4.50	£3,325	£2,407	1.2
Training	1.88	£1,391	£1,095	0.4
Premises	4.77	£3,525	£2,452	1.5

	% NRE	Avg	Diff £m
Human resources	1.9%	1.2%	0.6
Finance	0.5%	0.7%	-0.2
ICT	5.0%	4.4%	0.5
Training	2.1%	2.0%	0.1
Premises	5.3%	4.5%	0.7
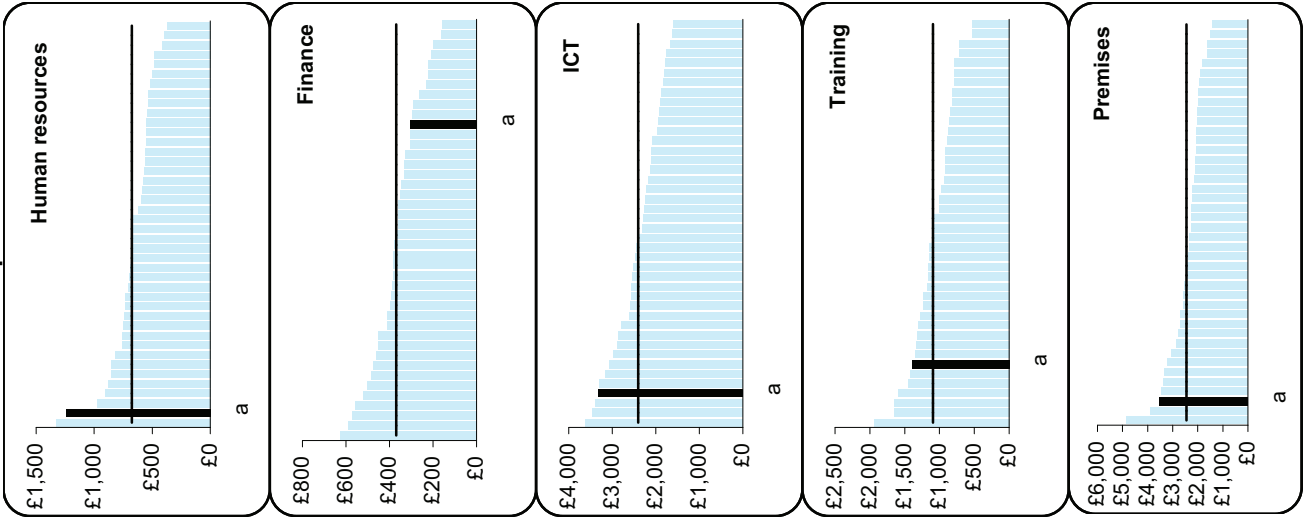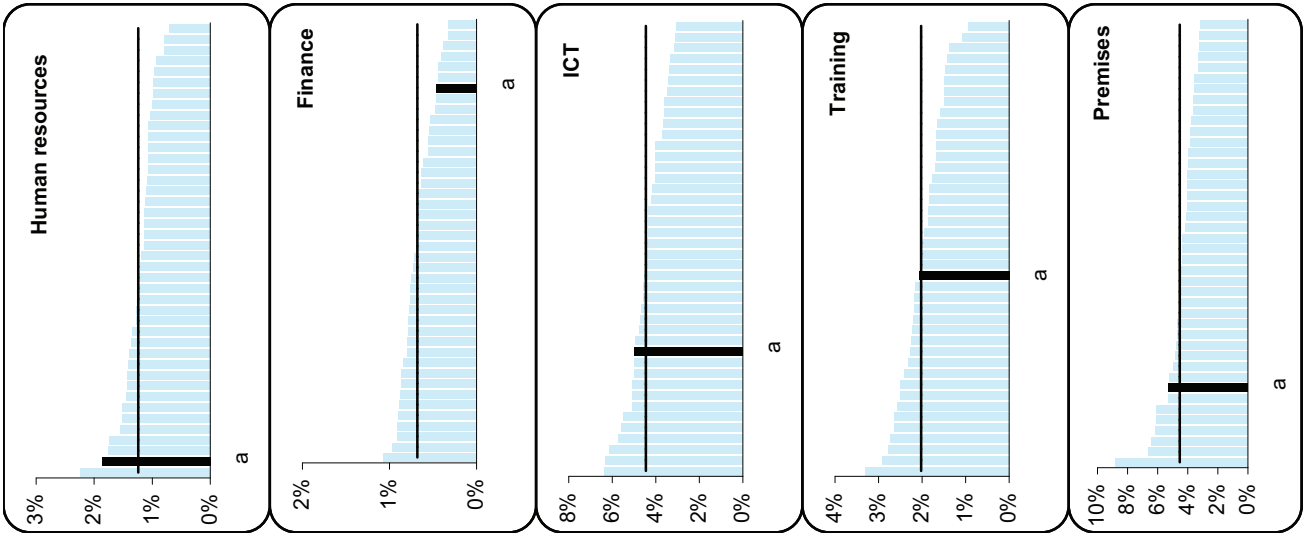
NATIONAL POLICING

Objectives – cost per head of population

Counter terrorism / special branch

Other national policing requirements

Gross cost
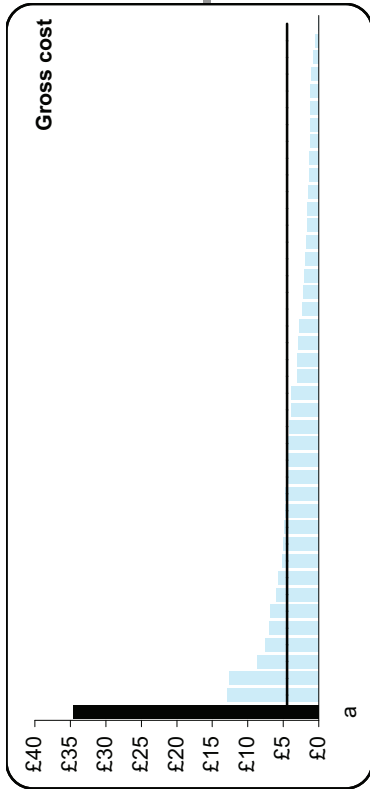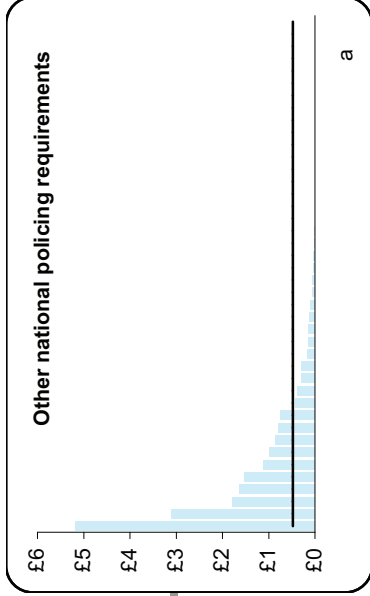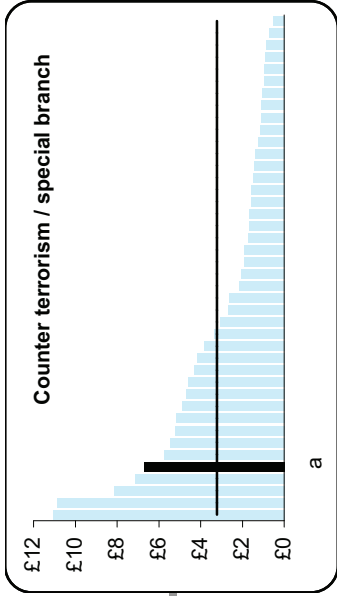
Population | 308k

	£m	£/head	Averages		Diff £m		% PO	MSG
			All	MSG	All	MSG		
Counter terrorism/special branch	2.1	6.72	3.22	6.72	1.1	0.0	80%	80%
Other national policing requirements	0.0	0.00	0.48	0.00	-0.1	0.0	na	0%
Hosting national services	8.6	27.84	0.68	27.84	8.4	0.0	48%	48%
Secondments (out of force)	0.0	0.00	0.00	0.00	0.0	0.0	97%	97%
ACPO projects / initiatives	0.0	0.00	0.07	0.00	0.0	0.0	na	0%
Total	10.6	34.56	4.46	34.56	9.3	0.0	54%	54%
Specific grants	14.6	47.37	3.97	47.37	13.4	0.0		
Cost net of grants	-3.9	-12.80	0.49	-12.80	-4.1	0.0		

Source: POA estimates 2012/13

NATIONAL POLICING
Use of resources

Police officers

Police staff

Non-staff costs

Income exc grant

Gross cost
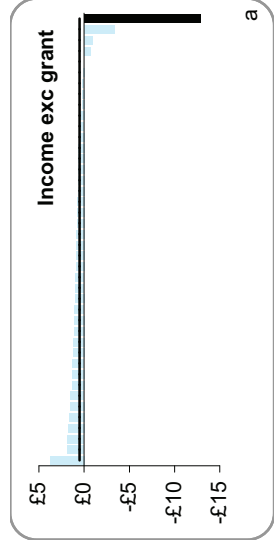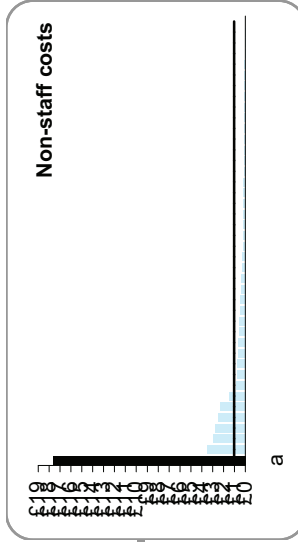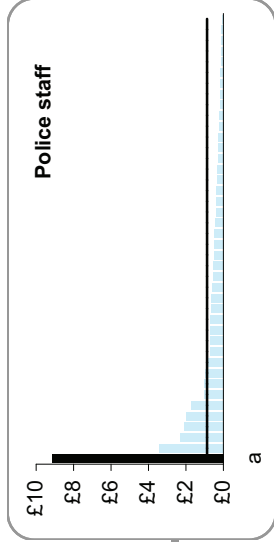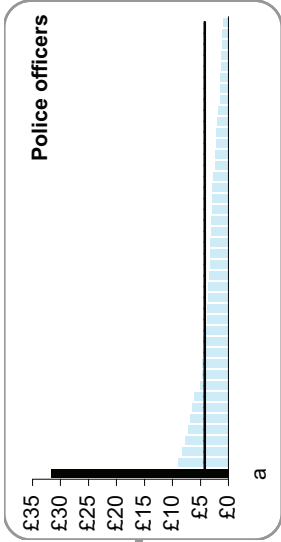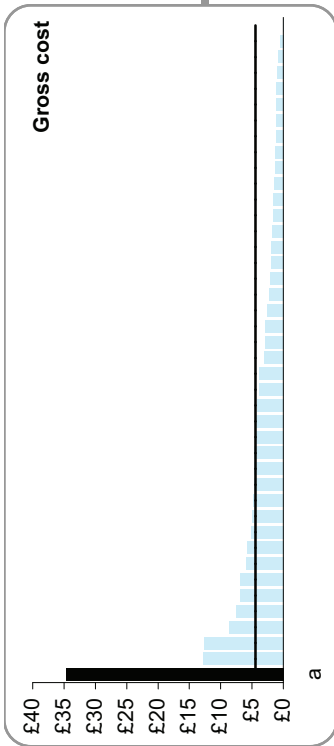
Staffing	FTE	FTE/1000	Averages		Diff FTE	
			All	MSG	All	MSG
Police officers	129	0.42	0.07	0.42	107	0
PCSOs	-	-	0.00	-	0	0
Police staff	73	0.24	0.03	0.24	65	0

Expenditure	£m	£/head	Averages		Diff £m	
			All	MSG	All	MSG
Police officers	9.8	31.7	4.2	31.7	8.4	0.0
Police staff	2.8	9.1	0.9	9.1	2.5	0.0
Non-staff costs	5.4	17.6	1.0	17.6	5.1	0.0
Income	-7.3	-23.8	-1.7	-23.8	-6.8	0.0
Total cost	10.6	34.6	4.5	34.6	9.3	0.0

			All	MSG	All	MSG
Specific grants	14.6	47.4	4.0	47.4	13.4	0.0
Cost net of grants	-3.9	-12.8	0.5	-12.8	-4.1	0.0

Cost/fte		All	MSG	Diff £m	
		All	MSG	All	MSG
Police officers	£72k	£57k	£72k	1.9	0.0
Police staff	£38k	£33k	£38k	na	na

Source: POA estimates 2012/13
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WORKFORCE MIX

The table below uses POA data to look at differences in the proportion of workforce that are police staff and PCSOs, compared to the proportion that are officers. For each POA category the percentage of workforce who are staff and PCSOs in your force are compared to levels in other forces.

This comparison is done twice:

1) Comparing your force to the median percentage (i.e. 'middle' ratio of staff to officers where 21 forces report a high %staff and or PCSO and 21 forces report a lower %).
2) Comparing your force to the upper quartile (the percentage above which only a quarter of forces report higher staff and or PCSO).

Each time, the number of posts this change represents to your force is calculated, along with the cost of this difference (based on the number of posts and the difference between the median cost per office and median cost per police staff/PCSO). These average costs include overtime but exclude agency staff and are calculated separately for each of the chosen POA categories.

Please note, the cost of difference is indicative and not a 'saving' opportunity as it is unlikely that the full differences could be realised in any given case.

The analysis focuses on thirteen POA categories where our analysis found significant costs of difference between forces.
The analysis does not include specials or look at the 'Local Policing' POA category (where most specials are counted and where a different analytical approach would be required).

Note: If total staff numbers per population in a particular category are less than a quarter of the national median for that category then the relevant rows in the table are left blank. This is because such low numbers either indicate a problem with the data or that the relevant function may be contracted out (and hence the calculations are not applicable).

	Current staffing				Difference from median				Difference from UQ			Difference in median pay
	Police officers	Staff /PCSO	%Staff/ PCSOs	National median %	Difference from median (no. of posts)	Cost of difference	National UQ %	Difference from UQ (no. of posts)	Cost of difference	
Criminal Justice	na	na	na		na	na	na	na	na	na		na
Central Communications Unit	na	na	na		na	na	na	na	na	na		na
Intelligence Analysis	na	na	na		na	na	na	na	na	na		na
Administration Support	na	na	na		na	na	na	na	na	na		na
Local Call Centres / Front Desk	na	na	na		na	na	na	na	na	na		na
Training	na	na	na		na	na	na	na	na	na		na
Intelligence Gathering	na	na	na		na	na	na	na	na	na		na
Custody	na	na	na		na	na	na	na	na	na		na
Contact Management Units	na	na	na		na	na	na	na	na	na		na
Human Resources	na	na	na		na	na	na	na	na	na		na
Other Forensic Services	na	na	na		na	na	na	na	na	na		na
Scenes of Crime Officers	na	na	na		na	na	na	na	na	na		na
Grand Total	na	na			na	na		na	na	na		na

Source: POA estimates 2012/13

Total CoD per population   na

Total CoD per population   na

Section Two - Offences & Outcomes

INTRODUCTION

This section focuses on criminal offences dealt with by each force and resulting outcomes. Crime and sanction detections are presented in the format developed by HMIC in consultation with stakeholders as displayed below.

The intention is to differentiate between crimes that are victim based, and those that are driven by police activity.

Crimes

- Victim based
  - Violence against the person
    - With injury
    - Without injury
  - Sexual offences
    - Rape
    - Other sexual offences
  - Stealing
    - Burglary
      - Domestic
      - Non Domestic
    - Robbery
      - Personal
      - Business
    - Vehicle Crime inc interference
    - Shoplifting
    - Other stealing
  - Criminal Damage & Arson
- Non victim based crime
  - Public Disorder
  - Drug offences
    - Trafficking of drugs
    - Possesion or using drugs
  - Crimes disrupted
  - Other non victim based
- Fraud and forgery

Data is shown as offences per 1,000 population.
Definitions of offences in each category can be found in Appendix 1.

Note that fraud and forgery are generally excluded from all crime as we recognise that the recording in this area is not as robust as other crime categories.

A sanction detection means that a recorded crime has been resolved by the police. The types of outcomes are:

> Caution - police have identified a suspect and issued them with a caution
> Penalty notice for disorder - a fine issued by the police for anti-social behaviour, as well as shoplifting, criminal damage and possession of cannabis
> Charge summons - the suspect has been charged and/or brought to court
> Taken into consideration (TIC) - courts take this offence into consideration when sentencing for other crimes
> Cannabis warning

We acknowledge that 24 forces are returning data on community resolutions / restorative justice, and that these will affect sanction detection rates. These forces are listed in Appendix 3.

Expected sanction detection volumes are calculated by modelling what force detections would be should the force align to the peer average.

MSG averages are generally used in this section. The averages quoted are simple unweighted averages and not weighted national averages.

Changes over time for crimes and sanction detections are measured against the baseline of 2008/09 due to the introduction of public order offences.

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LONG TERM TRENDS – RIBBON CHARTS
Crime rate per 1,000 pop from 2001/02

Note range = max - min rate

The first three charts show interesting longer term trends across all forces, notably a reduction in variance between the start and end of the period.

Violence with injury
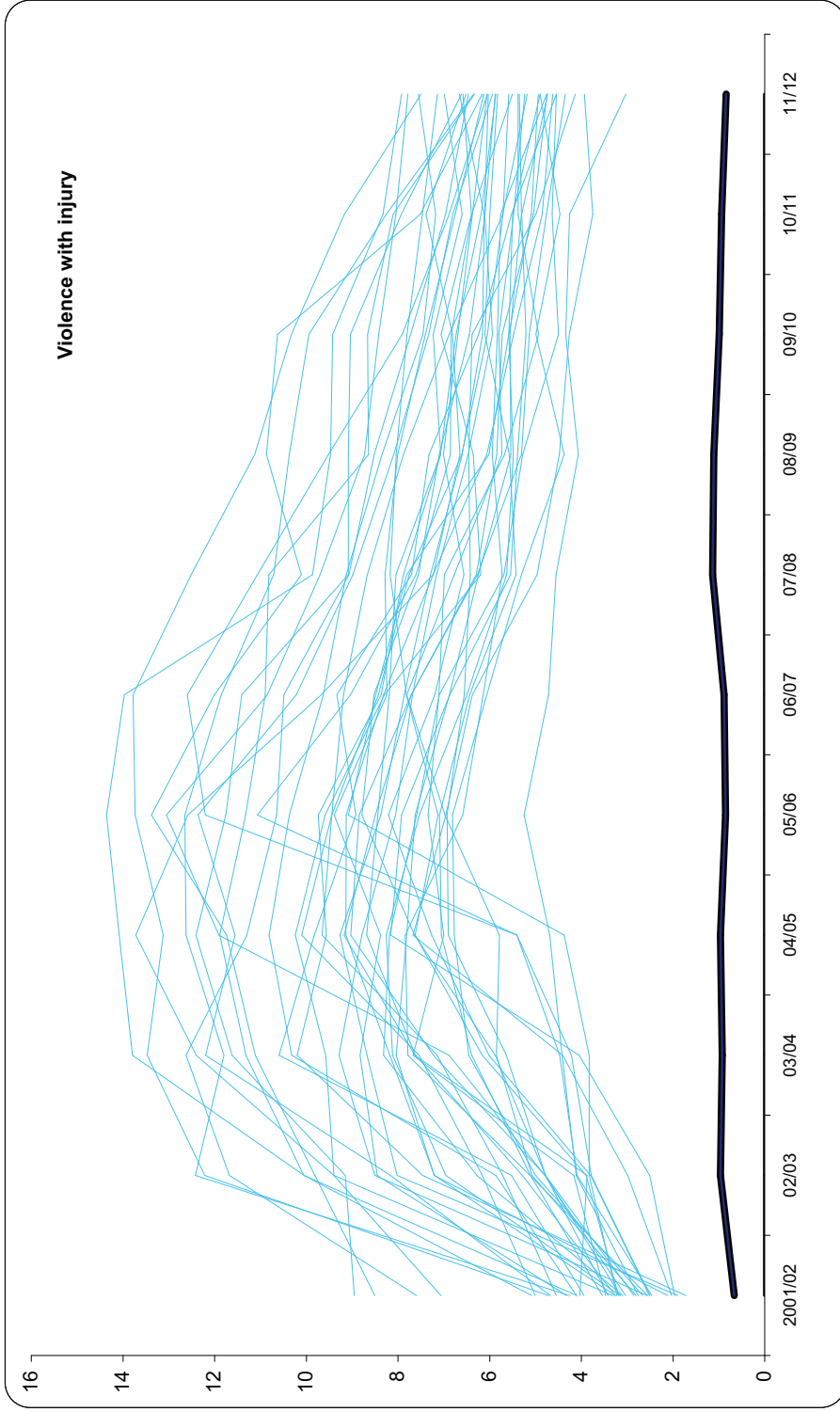
Legend: Force | Group | Others

	2001/02	02/03	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12
Your force	0.7	1.0	0.9	1.0	0.9	0.9	1.1	1.1	1.0	0.9	0.8
Group	0.7	1.0	0.9	1.0	0.9	0.9	1.1	1.1	1.0	0.9	0.8
All forces	3.7	6.4	8.1	8.9	9.2	8.5	7.5	6.9	6.6	6.1	5.6
Range	8.3	11.5	12.9	13.1	13.5	13.1	11.4	10.0	9.6	8.2	7.1

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Vehicle crime
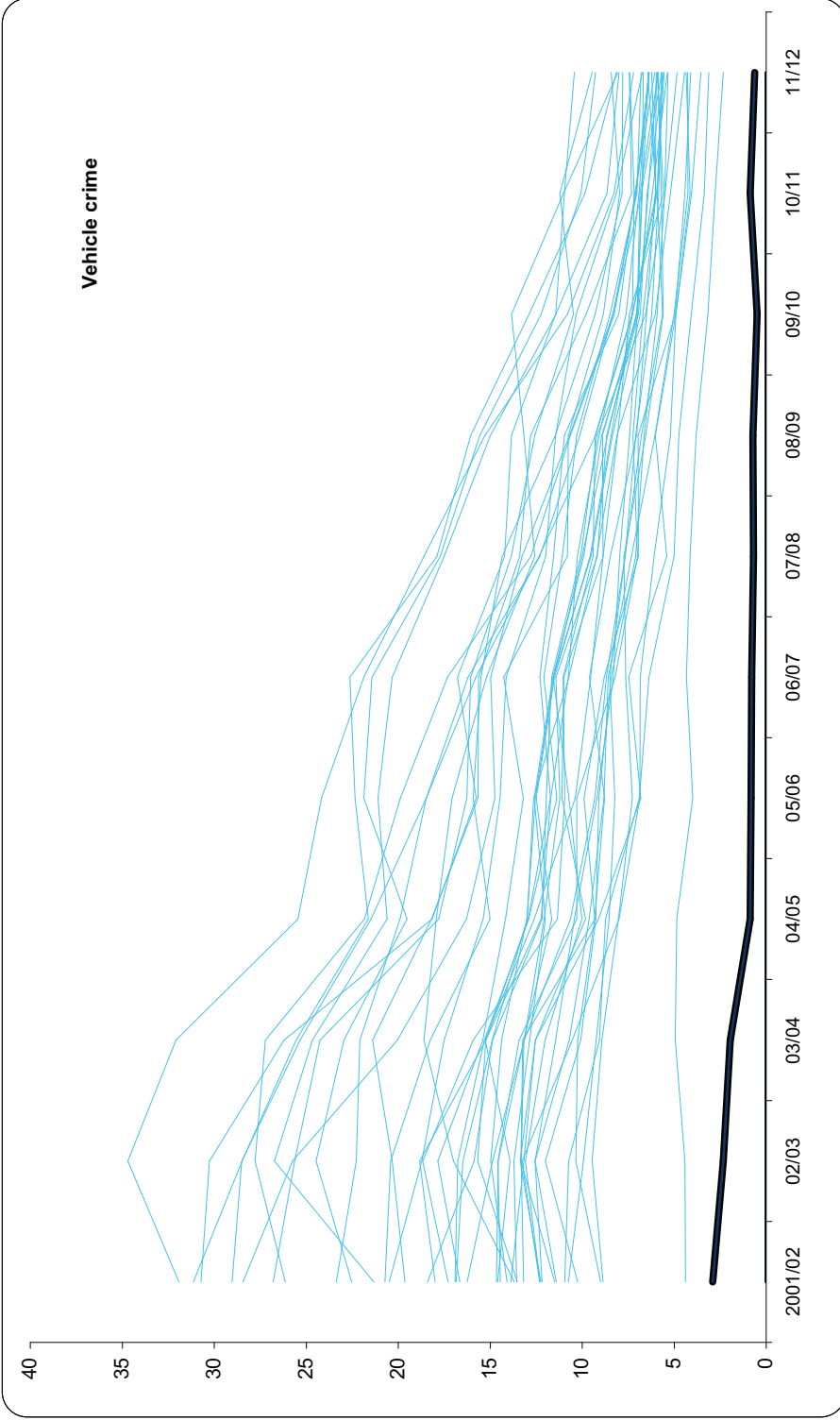
	2001/02	02/03	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12
Your force	2.9	2.3	2.0	0.9	0.8	0.8	0.7	0.7	0.5	0.9	0.6
Group	2.9	2.3	2.0	0.9	0.8	0.8	0.7	0.7	0.5	0.9	0.6
All forces	16.8	17.2	15.9	13.2	12.6	12.1	10.2	9.2	7.6	6.6	6.1
Range	29.0	32.4	30.1	24.6	23.3	21.8	17.9	15.3	13.4	10.4	9.8

Legend: Force, Group, Others

Note range = max - min rate

Burglary

	Force	Group	Others
	▬	▬	▬

	2001/02	02/03	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12
Your force	1.5	1.4	1.5	1.6	1.2	1.3	1.2	1.2	1.0	0.9	1.0
Group	1.5	1.4	1.5	1.6	1.2	1.3	1.2	1.2	1.0	0.9	1.0
All forces	14.7	15.0	14.0	11.4	10.6	10.3	9.6	9.6	8.8	8.4	8.0
Range	29.1	29.6	27.4	21.4	17.4	17.6	16.1	15.9	15.6	15.2	13.8
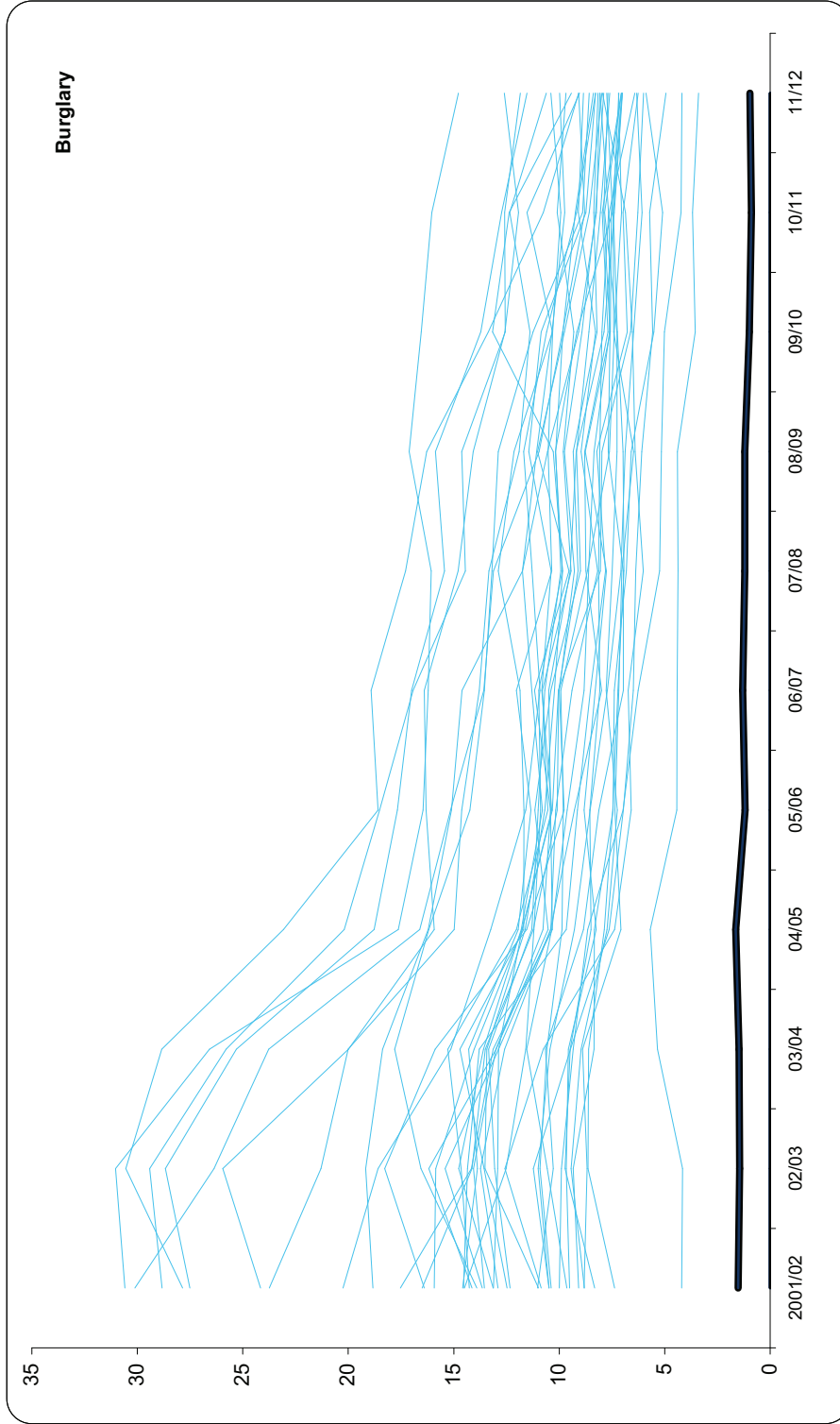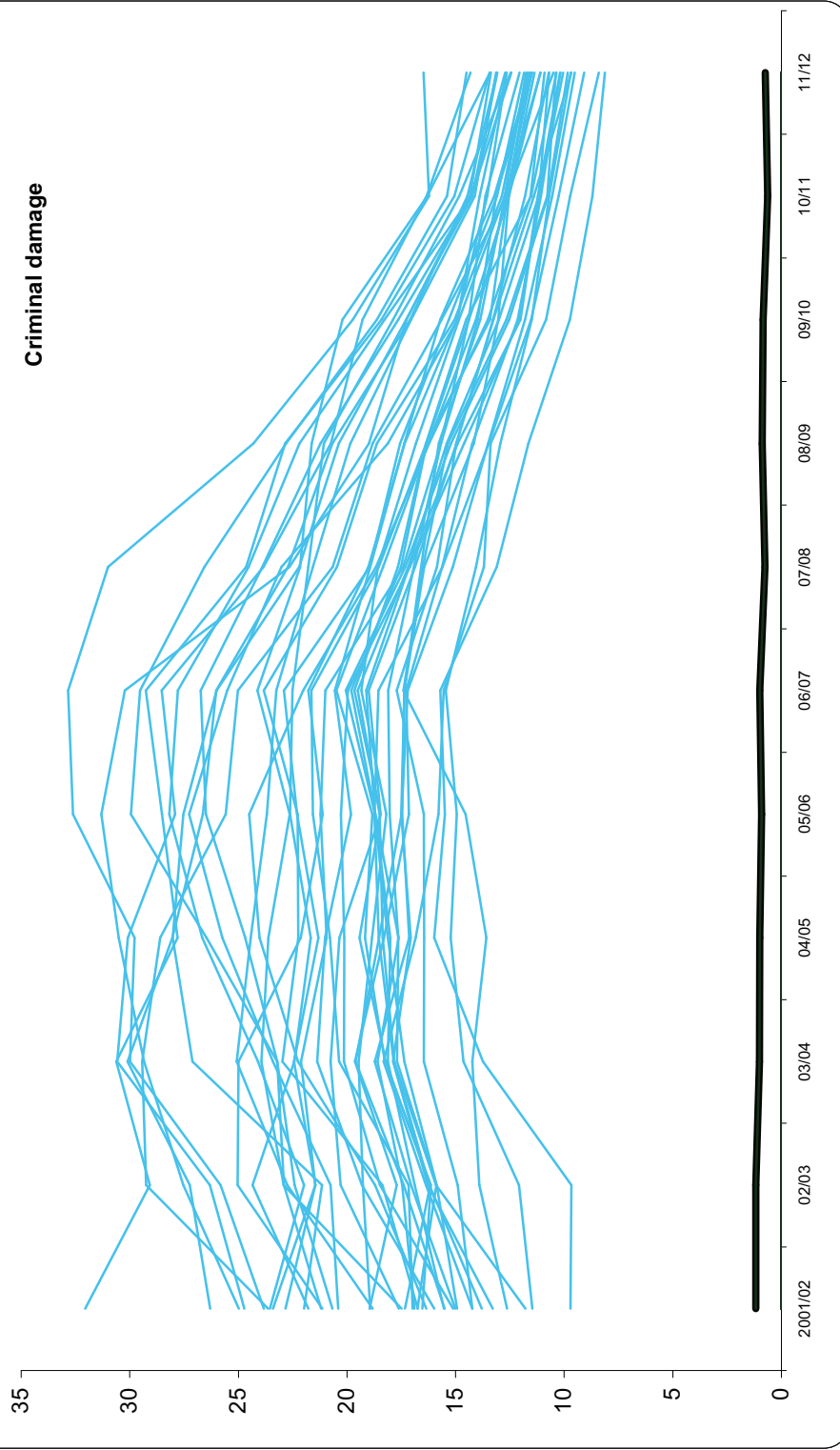
Burglary is shown per population to maintain consistency

City of London

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Criminal damage

	2001/02	02/03	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12
Your force	1.2	1.2	1.0	1.0	0.9	1.0	0.8	0.9	0.8	0.6	0.7
Group	1.2	1.2	1.0	1.0	0.9	1.0	0.8	0.9	0.8	0.6	0.7
All forces	18.0	19.3	21.1	21.1	21.1	21.3	18.8	16.9	14.5	12.5	11.3
Range	30.9	28.1	29.6	29.5	31.7	31.8	30.2	23.4	19.4	15.7	15.7

Force
Group
Others

RECORDED OFFENCES - ALL CRIMES
2011/12 per 1,000 population

Victim based crime

Non victim based

Fraud & forgery
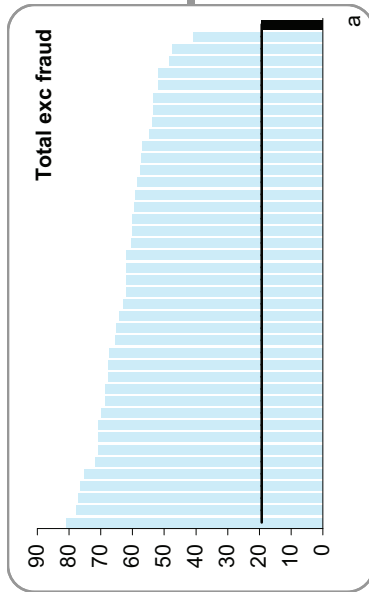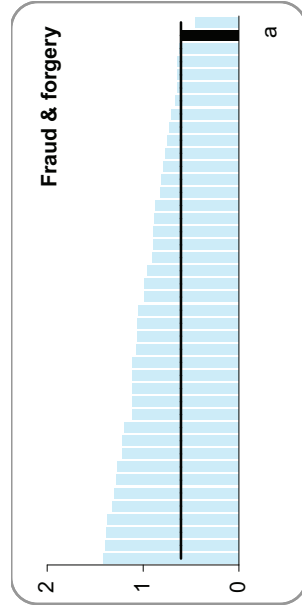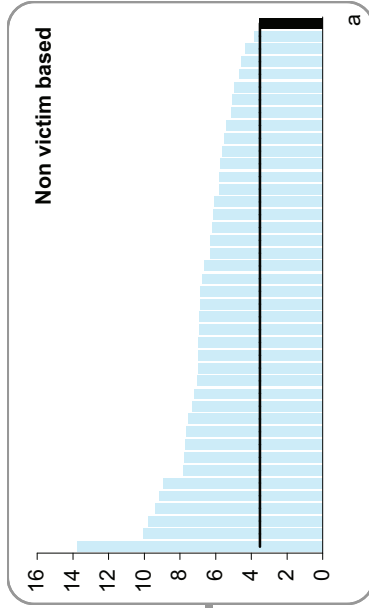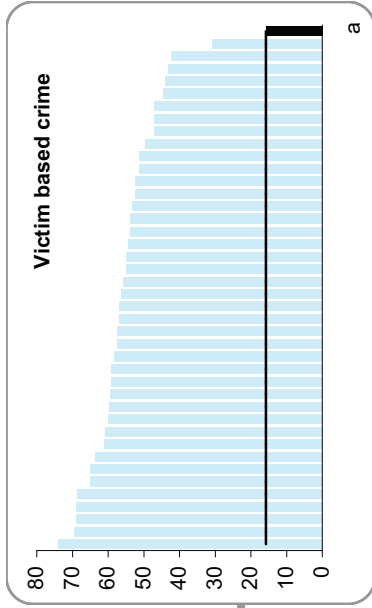
Total exc fraud

Population	308k

	Offences	per 1000	MSG	Difference	
Victim based	4,851	15.7	15.7	0	0%
Non victim based	1,082	3.5	3.5	0	0%
Total exc fraud	5,933	19.3	19.3	0	0%
Fraud & forgery	186	0.6	0.6		
Grand total	6,119	19.9	19.9		

Source: Home Office Crime Statistics 2011/12

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SANCTION DETECTIONS - ALL CRIMES

The actual % expected figures shows your detection rate as a percentage of the **national** average detection rate. Hence if above 100%, you are achieving more sanction detections than the national average.

As at March 2012, 23 forces submitted data on community resolutions / restorative justice - this will negatively affect sanction detection rates.

Forces reporting these data are listed in Appendix 3.

Victim based crime

Non victim based

Fraud & forgery

Total exc fraud
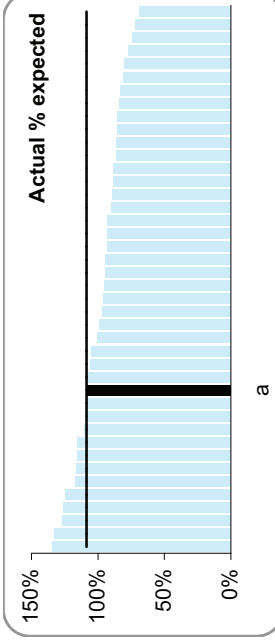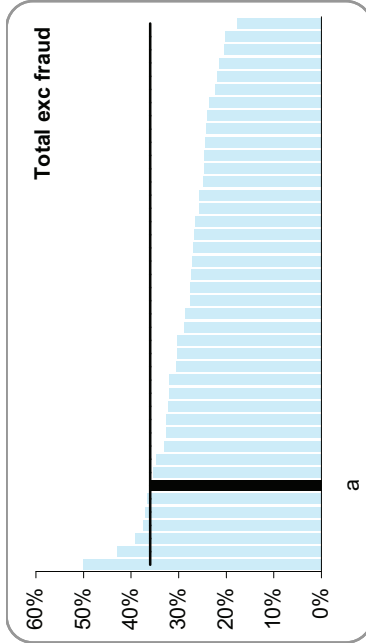
Actual % expected

	Offences	SDs	%	MSG	Exp	Diff
Victim based	4,851	1,198	25%	25%	1,198	0
Non victim based	1,082	936	87%	87%	936	0
Total exc fraud	5,933	2,134	36%	36%	2,134	0

Actual % expected	109%

Fraud & forgery	186	114	61%	61%	114	0

Source: Home Office Crime Statistics 2011/12
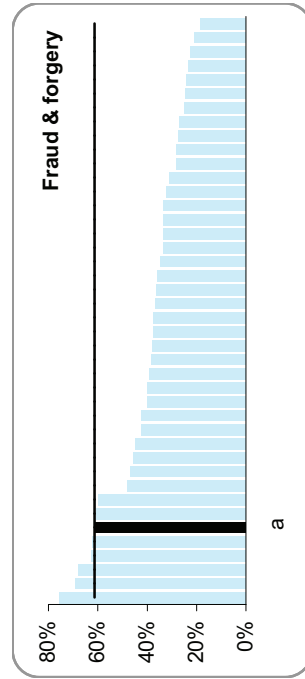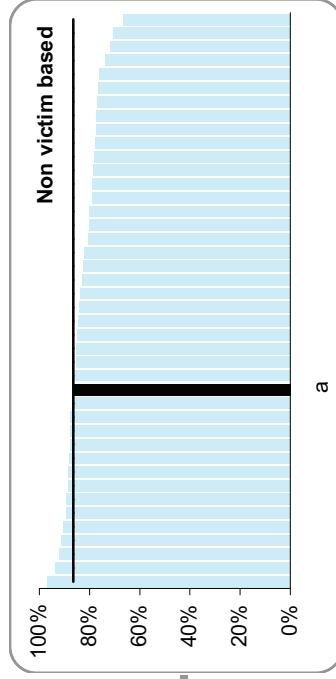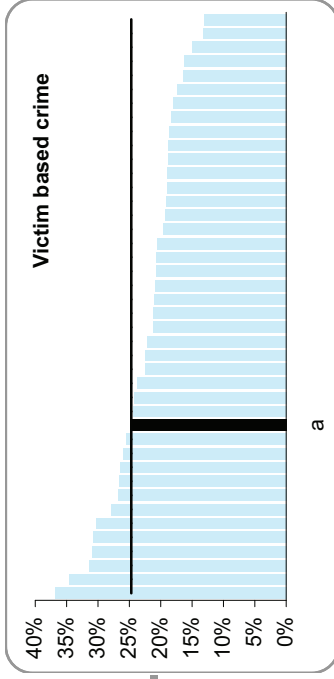
RECORDED OFFENCES - VICTIM BASED
2011/12 per 1,000 population

Violence against the person

15
10
5
0
a

Sexual crime

1.4
1.2
1.0
0.8
0.6
0.4
0.2
0.0
a

Stealing

60
50
40
30
20
10
0
a

Criminal damage & arson

20
15
10
5
0
a

Victim based crime

80
70
60
50
40
30
20
10
0
a
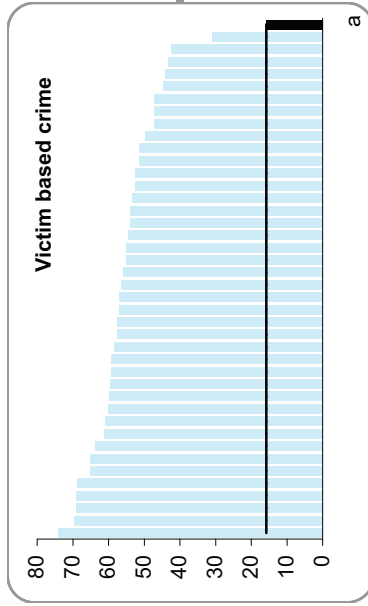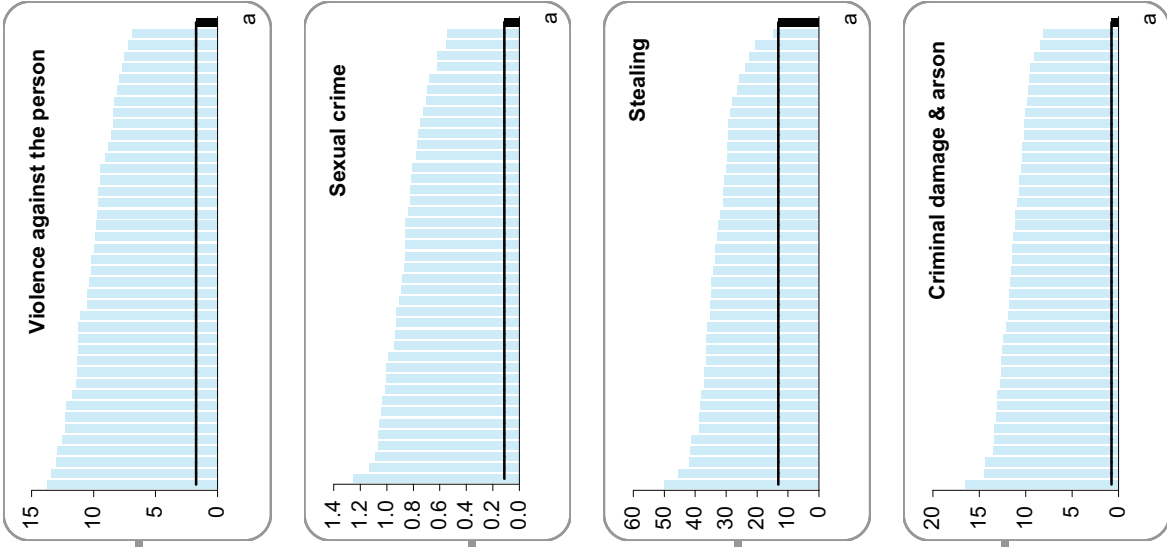
Population	308k

	Offences	per 1000	MSG	Difference	
Violence against the person	534	1.7	1.7	0	0%
Sexual offences	35	0.1	0.1	0	0%
Stealing	4,051	13.1	13.1	0	0%
Criminal damage & arson	231	0.7	0.7	0	0%
Victim based offences	4,851	15.7	15.7	0	0%

Source: Home Office Crime Statistics 2011/12

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SANCTION DETECTIONS - VICTIM BASED

Violence against the person

Sexual crime

Stealing

Criminal damage & arson
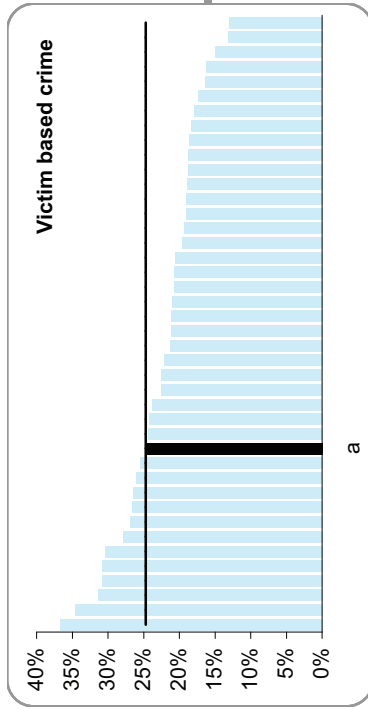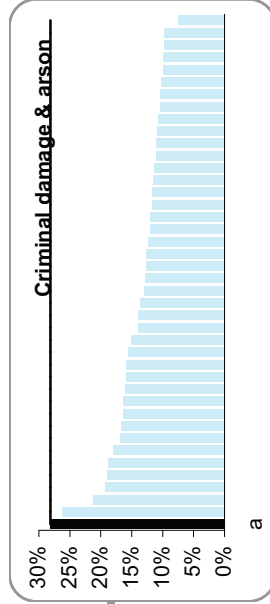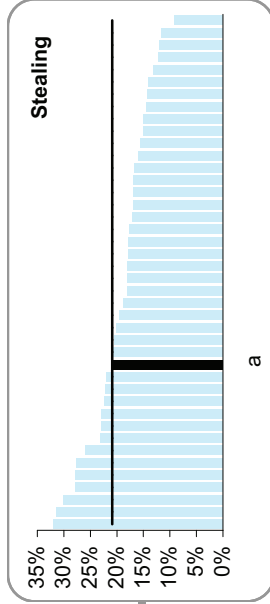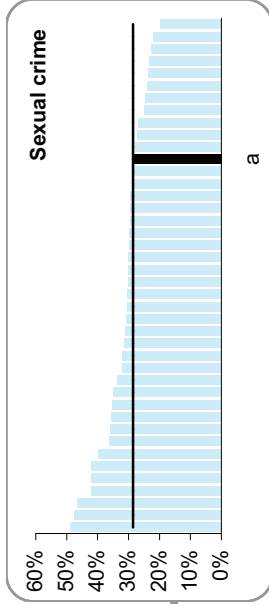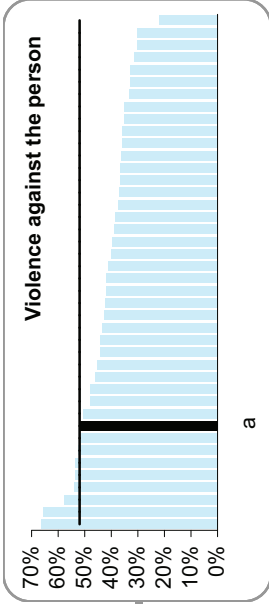
Victim based crime

	Offences	SDs	%	MSG	Exp	Diff
Violence against the person	534	277	52%	52%	277	0
Sexual offences	35	10	29%	29%	10	0
Stealing	4,051	846	21%	21%	846	0
Criminal damage & arson	231	65	28%	28%	65	0
Victim based offences	4,851	1,198	25%	25%	1,198	0

Source: Home Office Crime Statistics 2011/12

RECORDED OFFENCES - VIOLENCE AGAINST THE PERSON

2011/12 per 1,000 population

Violence against the person

a

15 —

10 —

5 —

0 —

With injury

a

10 —
8 —
6 —
4 —
2 —
0 —

Without injury

a

8 —
6 —
4 —
2 —
0 —
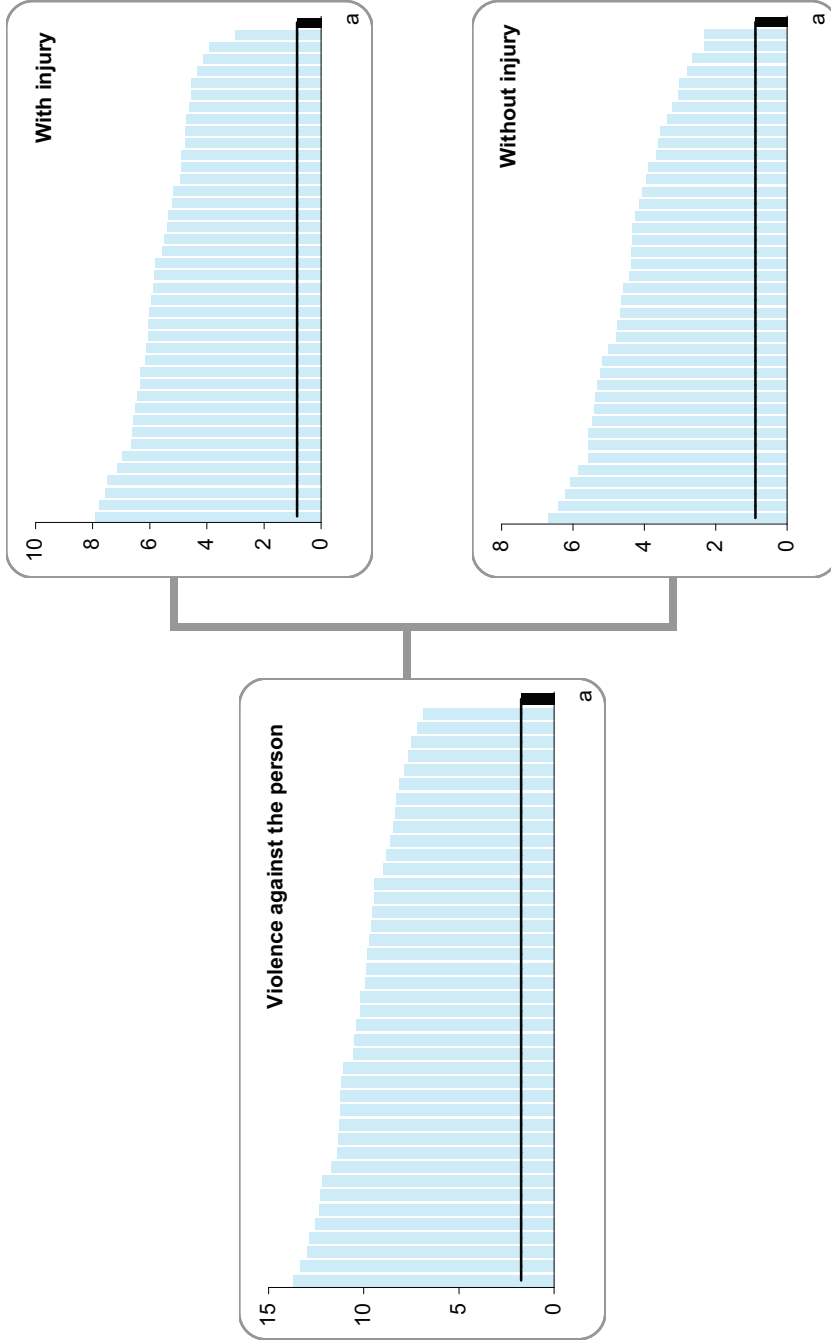
Population	308k			

	Offences	per 1000	MSG	Difference
With injury	260	0.8	0.8	0	0%
Without injury	274	0.9	0.9	0	0%
Violence against person	534	1.7	1.7	0	0%

Source: Home Office Crime Statistics 2011/12

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SANCTION DETECTIONS - VIOLENCE AGAINST THE PERSON

With injury

Without injury

Violence against the person
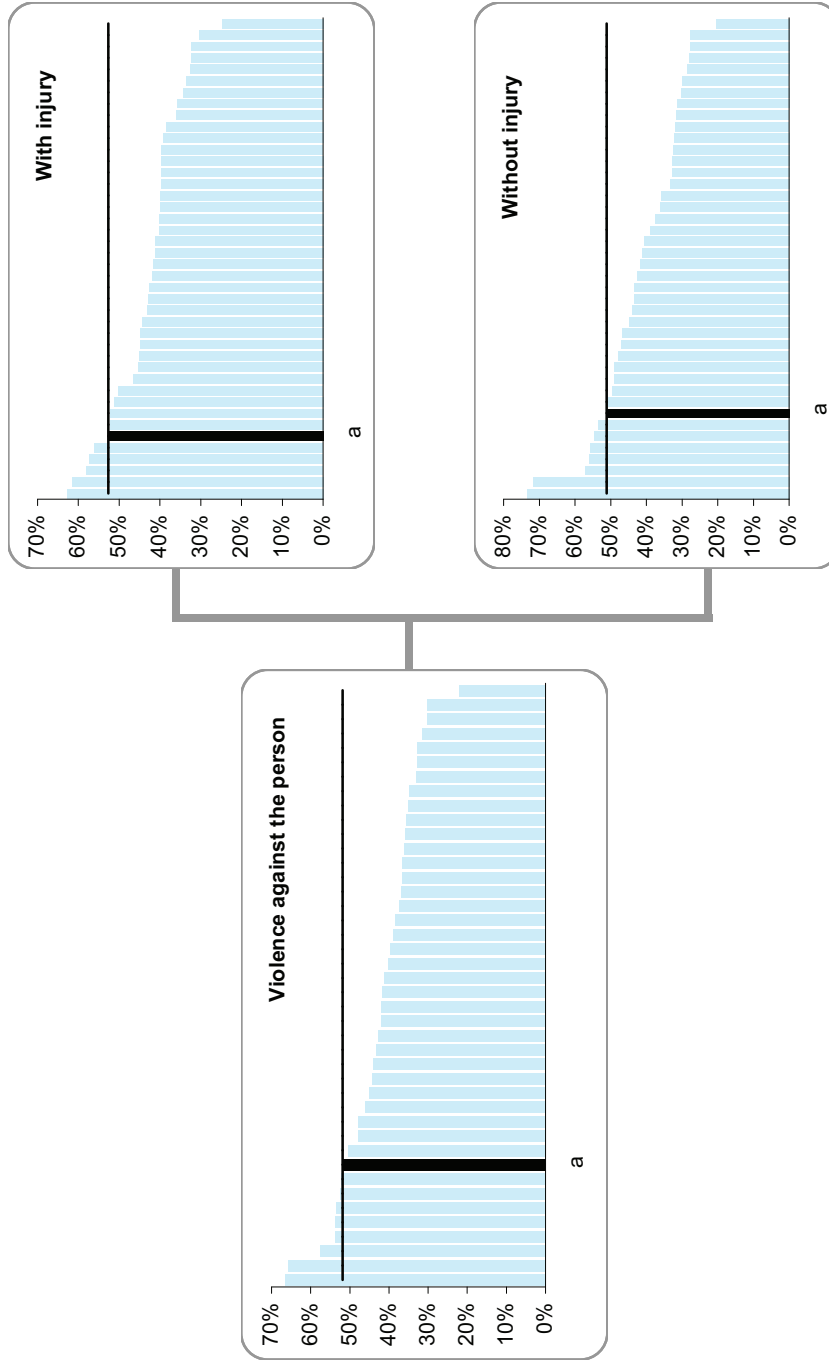
	Offences	SDs	%	MSG	Exp	Diff
With injury	260	137	53%	53%	137	0
Without injury	274	140	51%	51%	140	0
Violence against person	534	277	52%	52%	277	0

Source: Home Office Crime Statistics 2011/12

RECORDED OFFENCES - SEXUAL OFFENCES
2011/12 per 1,000 population

Sexual crime

Rape
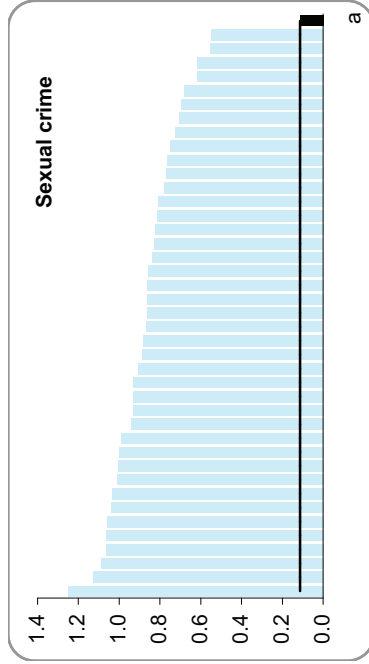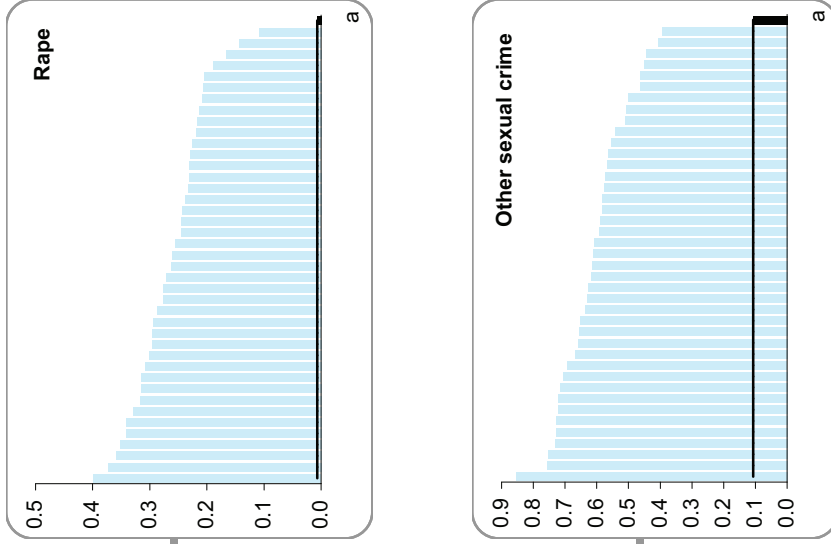
Other sexual crime

Population	308k

	Offences	per 1000	MSG	Difference	
Rape	2	0.01	0.01	0	0%
Other sexual offences	33	0.11	0.11	0	0%
Sexual offences	35	0.11	0.11	0	0%

Source: Home Office Crime Statistics 2011/12

SANCTION DETECTIONS - SEXUAL OFFENCES

Rape

Other sexual crime
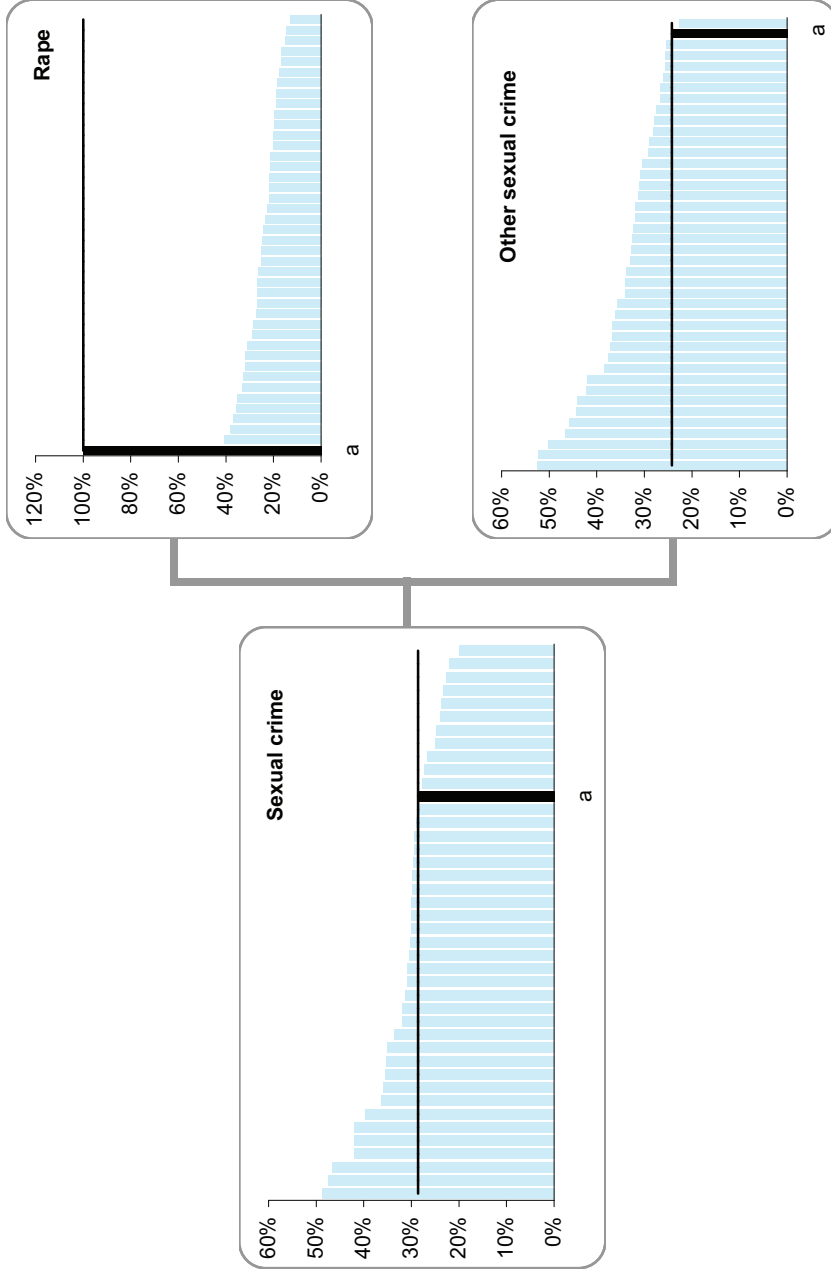
Sexual crime

	Offences	SDs	%	Msg		Exp	Diff
Rape	2	2	100%	100%		2	0
Other sexual offences	33	8	24%	24%		8	0
Sexual offences	35	10	29%	29%		10	0

Source: Home Office Crime Statistics 2011/12

RECORDED OFFENCES - STEALING
2011/12 per 1,000 population

Robbery of personal property

Business robbery

Domestic burglary

Non-domestic burglary

Robbery

Burglary

Vehicle crime

Shoplifting

Other stealing
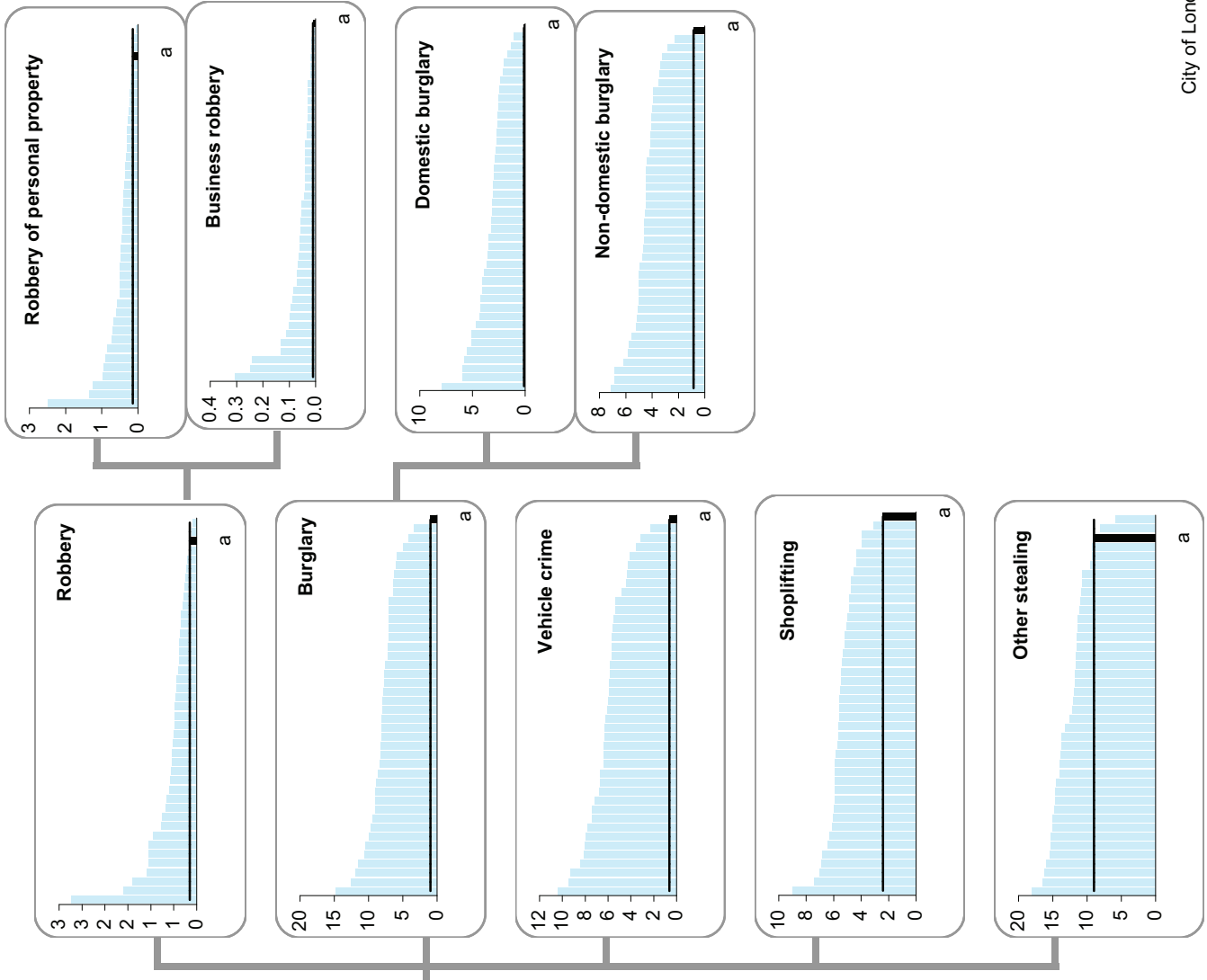
Stealing

Population	308k

	Offences	per 1000	MSG		Difference	
Robbery						
Personal	43	0.1	0.1		0	0%
Business	3	0.0	0.0		0	0%
Burglary	46	0.1	0.1		0	0%
Domestic	32	0.1	0.1		0	0%
Non-domestic	264	0.9	0.9		0	0%
	296	1.0	1.0		0	0%
Vehicle crime	194	0.6	0.6		0	0%
Shoplifting	742	2.4	2.4		0	0%
Other stealing	2,773	9.0	9.0		0	0%
Stealing	4,051	13.1	13.1		0	0%

Source: Home Office Crime Statistics 2011/12

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SANCTION DETECTIONS - STEALING
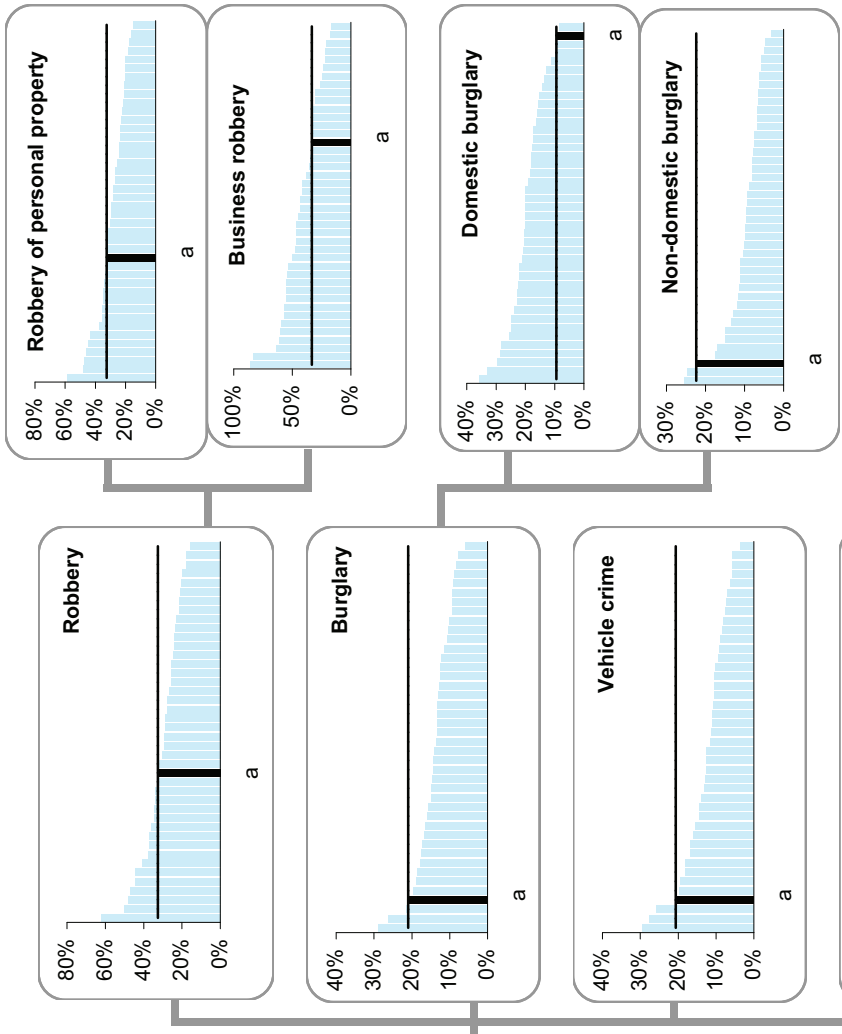
Population	308k

	Offences	SDs	%	MSG		Exp	Diff
Robbery							
Personal	43	14	33%	33%		14	0
Business	3	1	33%	33%		1	0
Burglary	46	15	33%	33%		15	0
Domestic	32	3	9%	9%		3	0
Non-domestic	264	59	22%	22%		59	0
	296	62	21%	21%		62	0
Vehicle crime	194	40	21%	21%		40	0
Shoplifting	742	414	56%	56%		414	0
Other stealing	2,773	315	11%	11%		315	0
Stealing	4,051	846	21%	21%		846	0

Source: Home Office Crime Statistics 2011/12

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RECORDED OFFENCES - NON VICTIM BASED
2011/12 per 1,000 population

Drug trafficking

Drug possession

Public disorder

Drug crime

Crimes disrupted
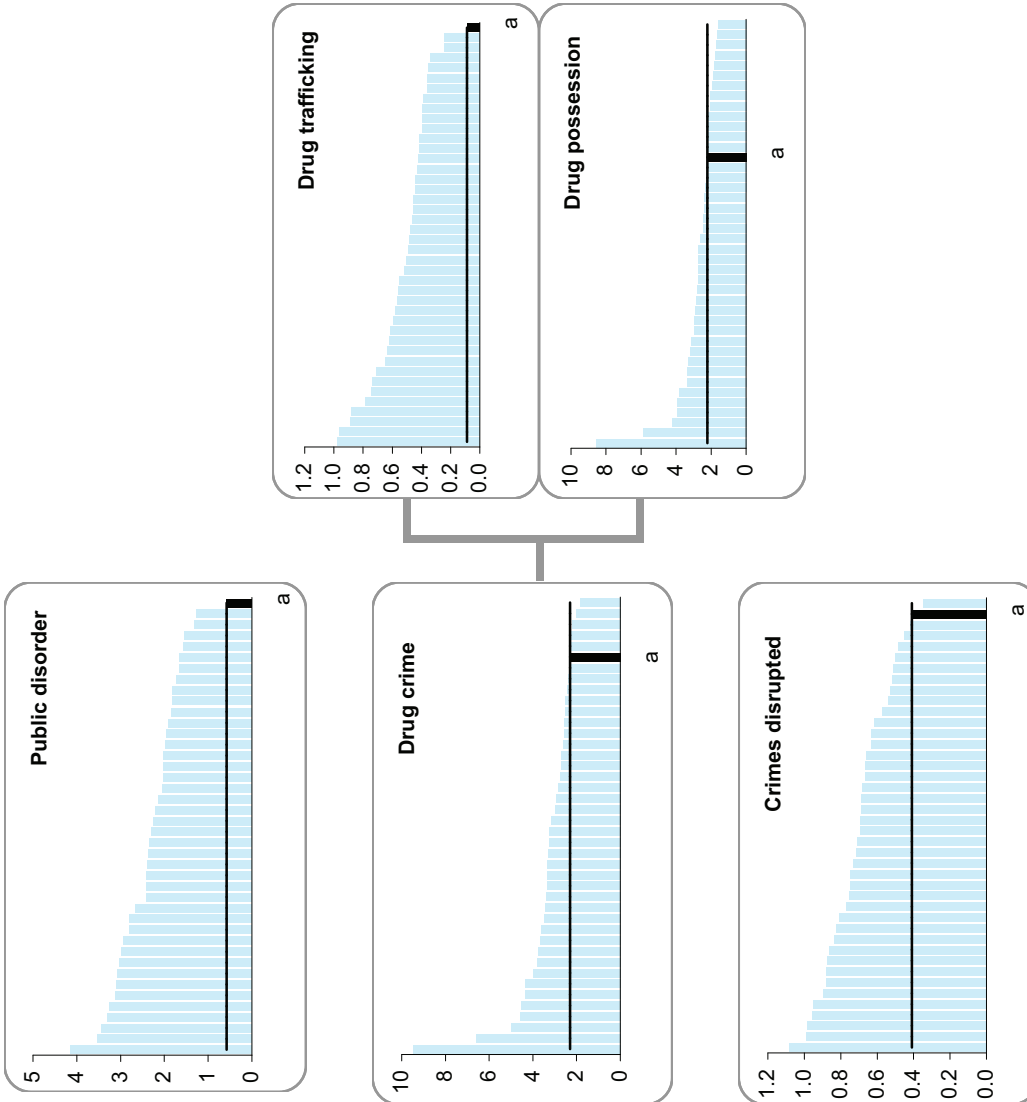
Non victim based

Population	308k

	Offences	per 1000	MSG		Difference	
Drug trafficking	27	0.1	0.1		0	0%
Drug possession	679	2.2	2.2		0	0%
Drug offences	706	2.3	2.3		0	0%
Public disorder	177	0.6	0.6		0	0%
Crimes disrupted	126	0.4	0.4		0	0%
Other non victim based	73	0.2	0.2		0	0%
Non victim based	1,082	3.5	3.5		0	0%

Source: Home Office Crime Statistics 2011/12

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SANCTION DETECTIONS - NON VICTIM BASED
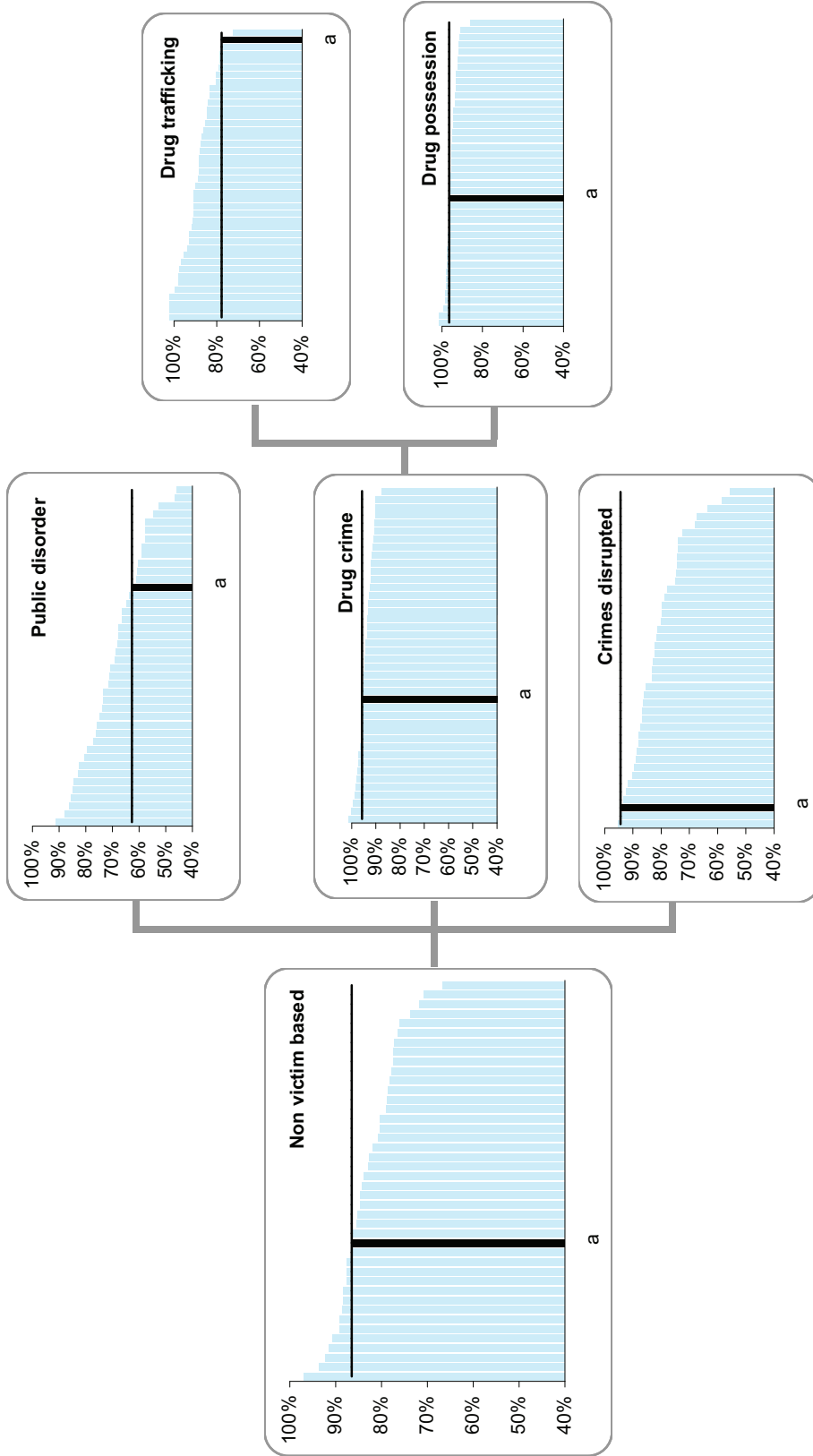
	Offences	SDs	%	MSG	Exp	Diff
Drug trafficking	27	21	78%	78%	21	0
Drug possession	679	655	96%	96%	655	0
Drug offences	706	676	96%	96%	676	0
Public disorder	177	111	63%	63%	111	0
Crimes disrupted	126	119	94%	94%	119	0
Other non victim based	73	30	41%	41%	30	0
Non victim based	1,082	936	87%	87%	936	0

Source: Home Office Crime Statistics 2011/12

RECORDED OFFENCES - ALL CRIMES
Change 2008/09 to 2011/12

Victim based crime

0%
-5%
-10%
-15%
-20%
-25%
-30%
-35%
-40%

a

Non victim based

20%
10%
0%
-10%
-20%
-30%
-40%

a

Fraud & forgery

60%
40%
20%
0%
-20%
-40%
-60%
-80%

a

Total exc fraud

0%
-5%
-10%
-15%
-20%
-25%
-30%
-35%

a
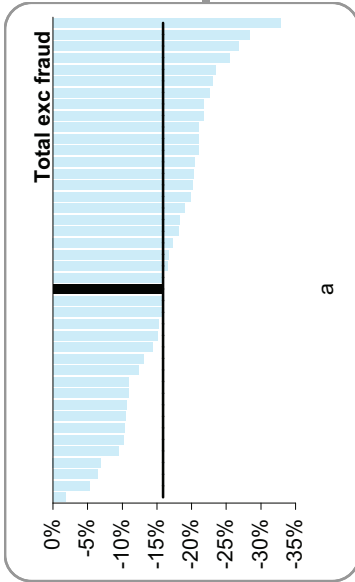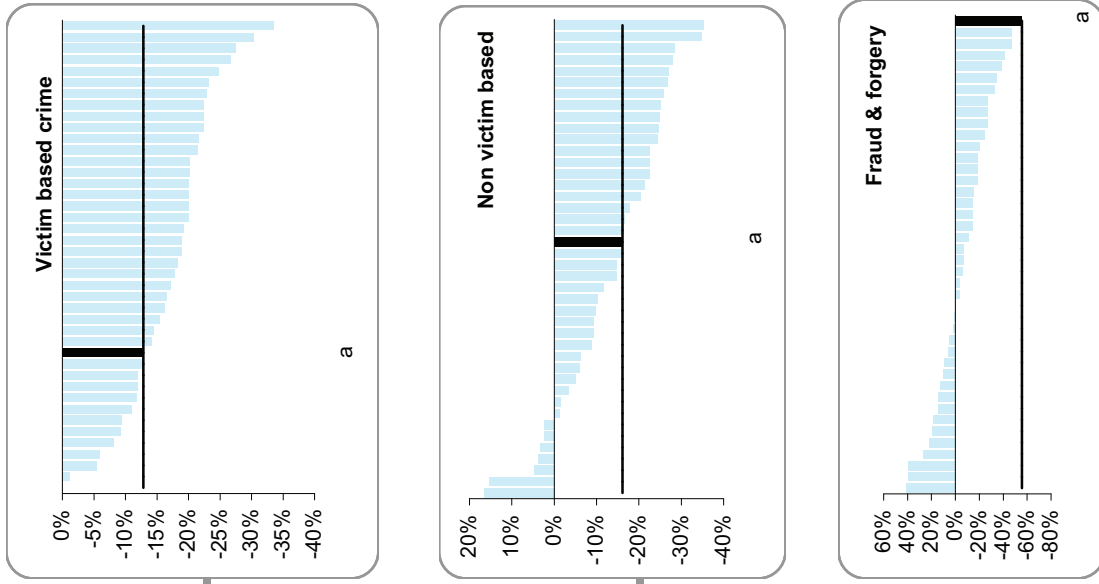
	2008/09	2011/12	Change	MSG
Victim based	5,565	4,851	-13%	-13%
Non victim based	1,290	1,082	-16%	-16%
Total exc fraud	6,855	5,933	-13%	-13%
Fraud & forgery	420	186	-56%	-56%
All crime	7,275	6,119	-16%	-16%

Source: Home Office Crime Statistics 2011/12

RECORDED OFFENCES - VICTIM BASED
Change 2008/09 to 2011/12

	2008/09	2011/12		Change	MSG
Violence against person	635	534		-16%	-16%
Sexual offences	32	35		9%	9%
Stealing	4,624	4,051		-12%	-12%
Criminal damage & arson	274	231		-16%	-16%
Victim based offences	5,565	4,851		-13%	-13%

Source: Home Office Crime Statistics 2011/12

RECORDED OFFENCES - VIOLENCE AGAINST THE PERSON
Change 2008/09 to 2011/12

	2008/09	2011/12	Change	MSG
With injury	343	260	-24%	-24%
Without injury	292	274	-6%	-6%
Violence against person	635	534	-16%	-16%

Source: Home Office Crime Statistics 2011/12

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RECORDED OFFENCES - SEXUAL OFFENCES
Change 2008/09 to 2011/12

	2008/09	2011/12	Change	MSG
Rape	1	2	100%	100%
Other sexual offences	31	33	6%	6%
Sexual offences	32	35	9%	9%

Source: Home Office Crime Statistics 2011/12

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RECORDED OFFENCES - STEALING
Change 2008/09 to 2011/12

Vehicle crime

0%
-10%
-20%
-30%
-40%
-50%
-60%

a

Shoplifting

30%
20%
10%
0%
-10%
-20%
-30%

a

Other stealing

30%
20%
10%
0%
-10%
-20%

a

Robbery

30%
20%
10%
0%
-10%
-20%
-30%
-40%
-50%
-60%

a

Burglary

30%
20%
10%
0%
-10%
-20%
-30%
-40%
-50%

a

Stealing

15%
10%
5%
0%
-5%
-10%
-15%
-20%
-25%
-30%
-35%
-40%

a

Population	308k

	2008/09	2011/12		Change	MSG
Robbery					
Personal	35	43		23%	23%
Business	8	3		-63%	-63%
	43	46		7%	7%
Burglary					
Domestic	51	32		-37%	-37%
Non-domestic	319	264		-17%	-17%
	370	296		-20%	-20%
Vehicle crime	224	194		-13%	-13%
Shoplifting	947	742		-22%	-22%
Other stealing	3,040	2,773		-9%	-9%
Stealing	4,624	4,051		-12%	-12%

Source: Home Office Crime Statistics 2011/12

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Drug trafficking

Drug possession

Public disorder

Drug crime

Crimes disrupted

Other non victim based

Non victim based

	2008/09	2011/12	Change	MSG
Drug trafficking	8	27	238%	238%
Drug possession	757	679	-10%	-10%
Drug offences	765	706	-8%	-8%
Public disorder	214	177	-17%	-17%
Crimes disrupted	195	126	-35%	-35%
Other non victim based	116	73	-37%	-37%
Non victim based	1,290	1,082	-16%	-16%

Source: Home Office Crime Statistics 2011/12

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CHANGE IN SANCTION DETECTIONS %

	2008/09	2011/12	Change	Msg
Victim based	23%	25%	2%	2%
Non victim based	90%	87%	-4%	-4%
All crime exc fraud & forgery	36%	36%	0%	0%
Fraud & forgery	52%	61%	10%	10%
Victim based				
Violence against the person	42%	52%	10%	10%
Sexual offences	53%	29%	-25%	-25%
Stealing	19%	21%	2%	2%
Criminal damage & arson	37%	28%	-9%	-9%
Non victim based				
Public disorder	59%	63%	4%	4%
Drug offences	100%	96%	-5%	-5%
Crimes disrupted	92%	94%	3%	3%
Other non victim based	78%	41%	-36%	-36%
Violence against the person (VAP)				
VAP with injury	45%	53%	8%	8%
VAP without Injury	39%	51%	12%	12%
Sexual offences				
Rape	100%	100%	0%	0%
Other sexual offences	52%	24%	-27%	-27%
Stealing				
Personal robbery	26%	33%	7%	7%
Business robbery	38%	33%	-4%	-4%
Domestic burglary	6%	9%	3%	3%
Non Domestic burglary	19%	22%	3%	3%
Vehicle crime	7%	21%	13%	13%
Shoplifting	55%	56%	1%	1%
Other stealing	8%	11%	3%	3%
Drugs				
Drug trafficking	100%	78%	-22%	-22%
Drug possession	100%	96%	-4%	-4%

Note: Please be aware that community resolutions / restorative justice may impact on changes in sanction detection rates.

Source: Home Office Crime Statistics 2011/12

SANCTION DETECTIONS BY TYPE
2011/12

These charts show how different types of sanction detections are used.

Charge summons

Cautions

Fixed penalty

TIC
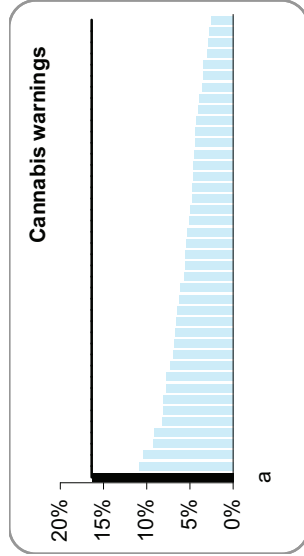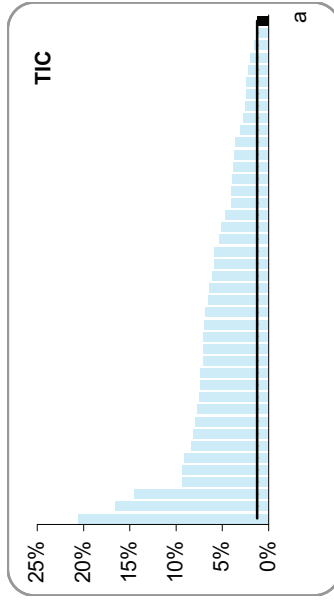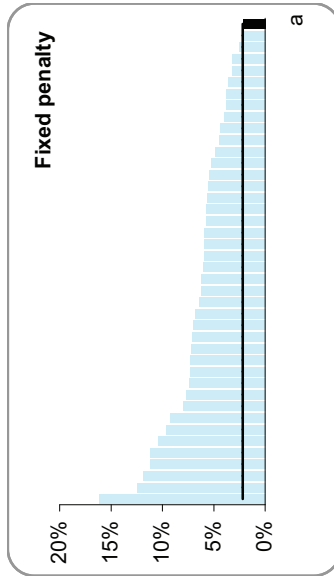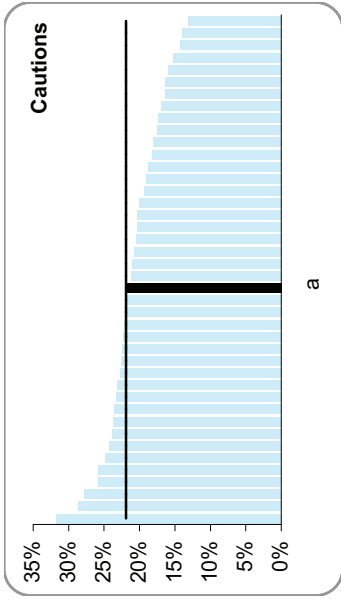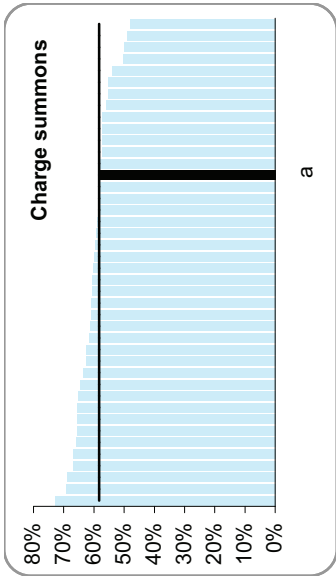
Cannabis warnings

	%	MSG
Charge summons	58%	58%
Cautions	22%	22%
Penalty notices	2%	2%
Cannabis warnings	16%	16%
Taken into consideration	1%	1%
Total	100%	100%

Source: Home Office Crime Statistics 2011/12

CHANGES IN DETECTION TYPES
Changes 2008/09 to 2011/12

These charts show how the proportions of the types of sanction detections have changed since 2008/09. Note that up to 2008/09 cannabis warnings were recorded as FPN detections, from this point they have moved into 'Other'.

Fixed penalty

a

4%
2%
0%
-2%
-4%
-6%
-8%
-10%
-12%

Cautions

a

10%
5%
0%
-5%
-10%
-15%

a

Charge summons

a

20%
15%
10%
5%
0%
-5%

Cannabis warnings

a

6%
4%
2%
0%
-2%
-4%
-6%
-8%
-10%

a

TIC

a

8%
6%
4%
2%
0%
-2%
-4%
-6%
-8%
-10%
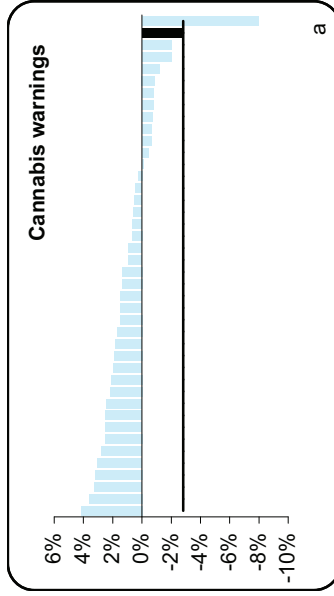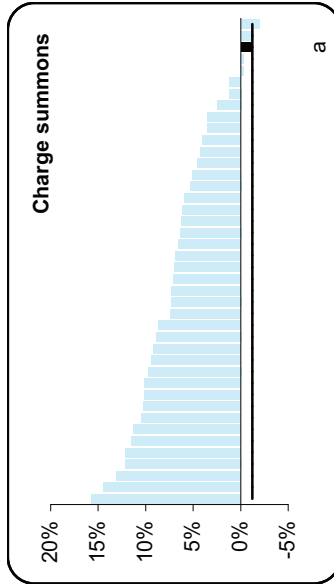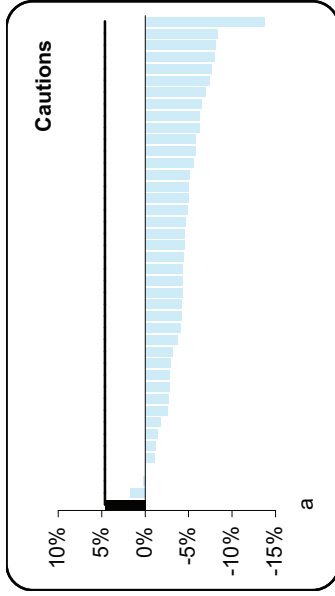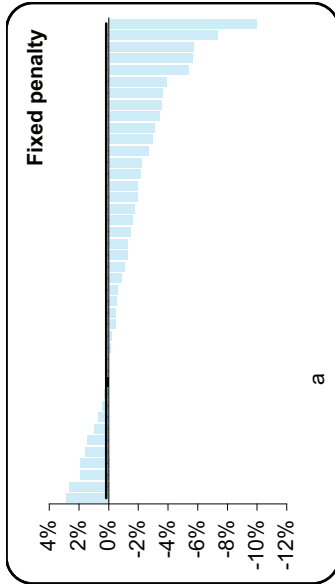
	2008/09	2011/12	Change	MSG
Charge summons	60%	58%	-1%	-1%
Cautions	17%	22%	5%	5%
Penalty notices	2%	2%	0%	0%
Cannabis warnings	19%	16%	-3%	-3%
Taken into consideration	2%	1%	-1%	0%
Total	100%	100%		

Source: Home Office Crime Statistics 2011/12

These charts and tables show the overall charge rates and compare them with the expected charge rates. The expected charge rates show what the force would have achieved if they had matched the average for each crime type. The term charges relates to crime offences cleared up by means of charge or summons.

	Offences	Charges	%	MSG	Diff from expected
Victim based					
VAP with injury	260	98	38%	38%	0
VAP without Injury	274	96	35%	35%	0
Rape	2	2	100%	100%	0
Other sexual offences	33	6	18%	18%	0
Domestic burglary	32	2	6%	6%	0
Non-domestic burglary	264	47	18%	18%	0
Robbery of personal property	43	14	33%	33%	0
Business robbery	3	1	33%	33%	0
Vehicle crime	194	30	15%	15%	0
Shoplifting	742	315	42%	42%	0
Other stealing	2,773	258	9%	9%	0
Criminal damage & arson	231	28	12%	12%	0
Non-victim based					
Public disorder	177	76	43%	43%	0
Drug trafficking	27	21	78%	78%	0
Drug possession	679	99	15%	15%	0
Crimes disrupted	126	98	78%	78%	0
Other non victim based	73	25	34%	34%	0
Total exc fraud	5,933	1,216	20%	20%	0
Fraud & forgery	186	95	51%	51%	0
All crime	6,119	1,311	21%	21%	0

Source: Home Office Crime Statistics 2011/12

Charges % offences

a

Charges % Expected

a
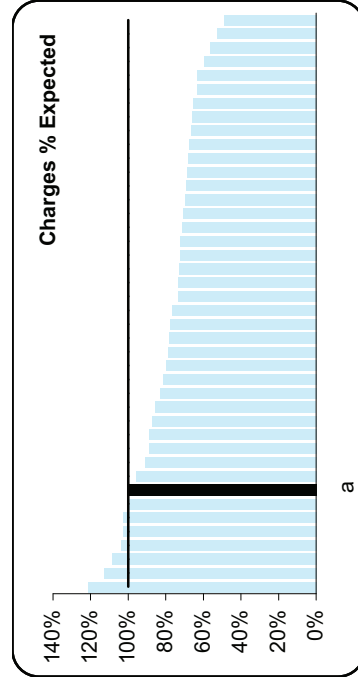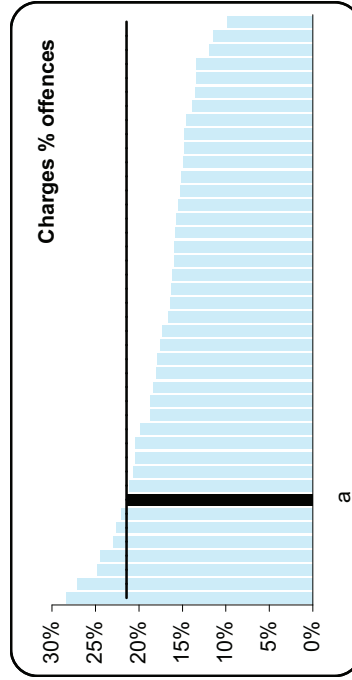
The level of expected charges is based on MSG average charge rates, whereas expected sanction detections shown on p61 are based on average rates for all forces

NO CRIME

These charts show the 'no crime rate ' (number of 'no crimes ' divided by total recorded crime).

This information gives a more rounded picture of a forces crime recording practises.

A crime could be no crimed where it is considered to have been recorded in error or where, having been recorded, additional verifiable information becomes available that determines that no crime was committed.

Outliers in the table below are highlighted for those in the top and bottom 10% nationally.

Robbery

Rape

Criminal damage

Burglary

Other stealing
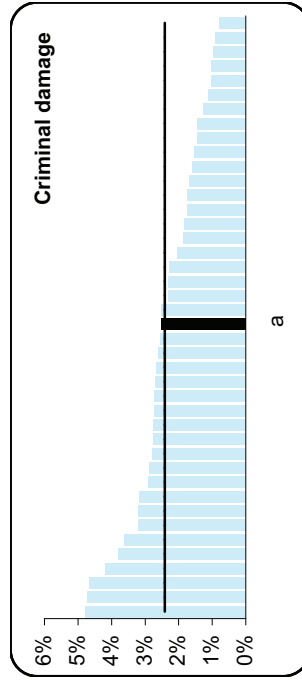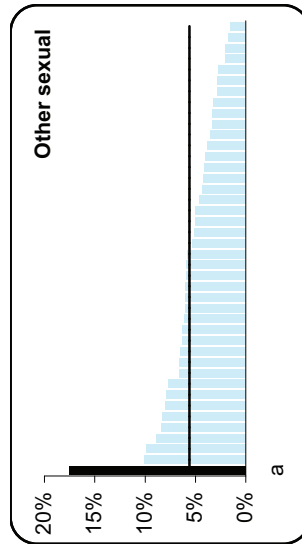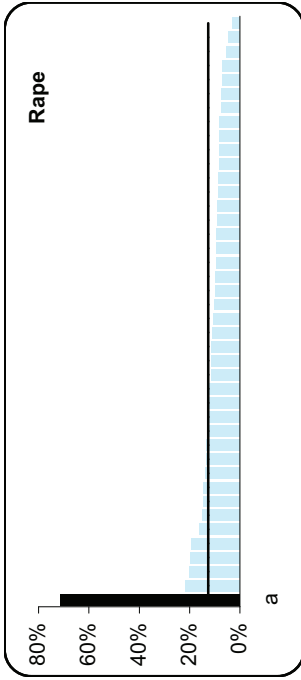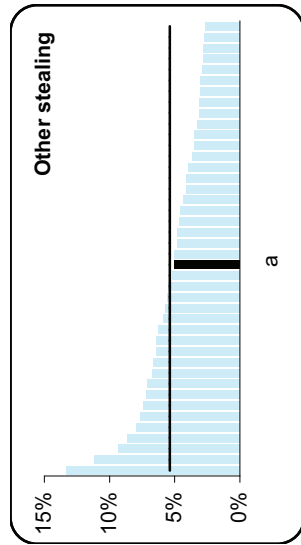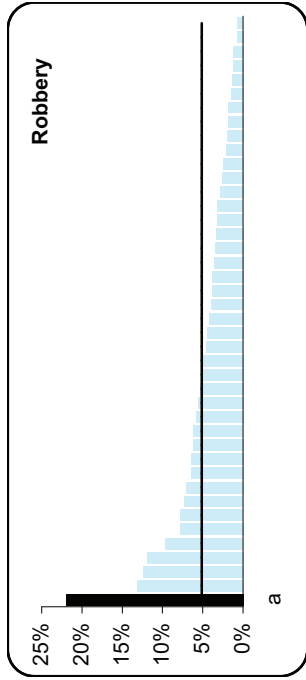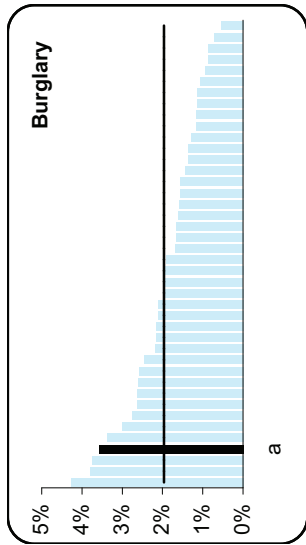
Other sexual

	2008/09	2009/10	2010/11	2011/12	Average	
Burglary	3.9%	2.6%	3.2%	3.6%	2.0%	<<
Robbery	17.3%	14.0%	15.7%	22.0%	5.1%	<<
Other stealing	6.3%	6.7%	6.1%	5.0%	5.4%	<<
Rape	80.0%	30.0%	25.0%	71.4%	12.5%	<<
Other sexual	18.4%	24.4%	11.8%	17.5%	5.6%	<<
Criminal damage	9.9%	8.8%	11.7%	2.5%	2.4%	

Source: Home Office Crime Statistics 2011/12

OVERALL SATISFACTION
2011/12 percentage satisfied

These charts show user satisfaction for the 'whole experience' (excluding road traffic collisions).

95% confidence intervals are also shown.

% satisfied

a
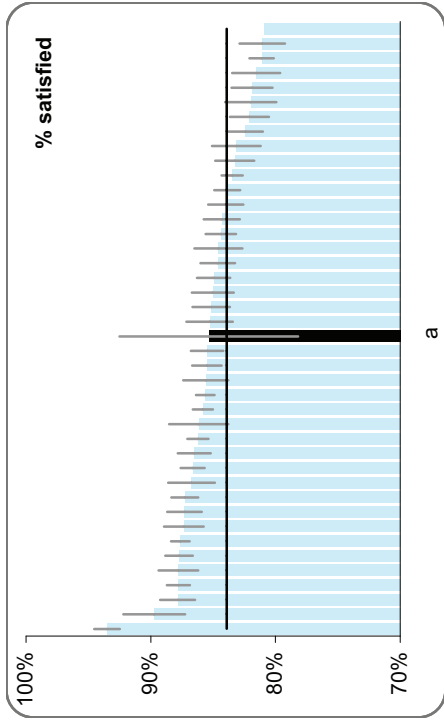
		Avg
Satisfaction	85.3%	83.9%
Confidence interval	7.2%	0.2%

Source: Victims of Crime Survey 2011/12

Appendix 1 – Crime Codes
Offences included in each category

1. Victim-based

1.1. Violence against the person

1.1.1. Violence with injury

Code	Offence
1	Murder
4.2	Infanticide
4.1	Manslaughter
2	Attempted murder
37.1	Causing death by aggravated vehicle taking
4.10	Corporate manslaughter
4.3	Intentional destruction of a viable unborn child
4.4	Causing death by dangerous driving
4.6	Causing death by careless driving under influence of drink or drugs
4.7	Causing or allowing death of child or vulnerable person
4.8	Causing death by careless or inconsiderate driving
4.4/6	Historic code
4.4/6/8	Historic code
4.9	Causing death by driving: unlicensed drivers etc.
5A	Wounding or carrying out an act endangering life (GBH with intent)
5B	Use of substance or object to endanger life
8F	Inflicting grievous bodily harm without intent
8G	Actually bodily harm and other injury
8A	Less serious wounding
8D	Racially or religiously aggravated less serious wounding
5	Wounding or other act endangering life
8H	Racially or religiously aggravated inflicting grievous bodily harm without intent
8J	Racially or religiously aggravated actual bodily harm and other injury
8K	Poisoning or female genital mutilation

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1.1.2. Violence without injury (excl crime prevention and public order offences, inc kidnapping)

8C	Historic - harassment and public fear
8E	Historic - harassment and public fear (RRA)
8M	Racially or religiously aggravated harassment
8L	Harassment
7	Endangering life at sea
6	Endangering railway passengers
3	Threat or conspiracy to murder
3B	Threats to kill
3A	Conspiracy to murder
36	Kidnapping
14	Procuring illegal abortion
13	Child abduction
12	Abandoning child under two years
11	Cruelty to and neglect of children
105B	Racially or religiously aggravated assault without injury
105A	Assault without injury
104	Assault without injury on a constable

1.2. Sexual offences

1.2.1. Rape

19A	Rape of a female
19B	Rape of a male
19C	Rape of a female aged 16 and over
19D	Rape of a female child under 16
19E	Rape of a female child under 13
19F	Rape of a male aged 16 and over
19G	Rape of a male child under 16
19H	Rape of a male child under 13

1.2.2. Other sexual offences (excluding rape)

Code	Offence
17A	Sexual assault on a male aged 13 and over
17B	Sexual assault on a male child under 13
20A	Sexual assault on a female aged 13 and over
20B	Sexual assault on a female child under 13
21	Sexual activity involving a child under 13
22A	Causing sexual activity without consent
22B	Sexual activity involving child under 16
23	Incest or familial sexual offences
70	Sexual activity etc with a person with a mental disorder
71	Abuse of children through prostitution and pornography
72	Trafficking for sexual exploitation
73	Abuse of position of trust of a sexual nature
88A	Sexual grooming
88C	Other miscellaneous sexual offences
88D	Unnatural sexual offences
88E	Exposure and voyeurism
16	Buggery
17	Indecent assault on a male
18	Gross indecency between males
20	Indecent assault on a female
22	Unlawful sexual intercourse with a girl under 16
25	Abduction of female
74	Gross indecency with a child
139	Indecent exposure

1.3. Acquisitive crime

1.3.1. Burglary

1.3.1.1. Domestic burglary
28   Domestic Burglary
28A   Burglary in a dwelling
28B   Attempted burglary in a dwelling
28C   Distraction burglary in a dwelling
28D   Attempted distraction burglary in a dwelling
29   Aggravated burglary in a dwelling

1.3.1.2. Non-domestic burglary
30   Historic code
30A   Burglary in a building other than a dwelling
30B   Attempted burglary in a building other than a dwelling
31   Aggravated burglary in a building other than a dwelling
30   Historic code

1.3.2.1. Robbery - personal
34B   Robbery of personal property

1.3.2.2. Robbery - business
34A   Robbery of business property

1.3.3. Vehicle crime
37.2   Aggravated vehicle taking
48   Theft or unauthorised taking of motor vehicle
2.0007   - of which, attempted theft of a vehicle
126   Interfering with a motor vehicle
45   Theft from vehicle

1.3.4. Shoplifting
46   Shoplifting

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1.3.5. Other acquisitive crime

39	Theft from the person
40	Theft in a dwelling other than from from an automatic machine or meter
44	Theft or unauthorised taking of a pedal cycle
49	Other theft
35	Blackmail
41	Theft by an employee
42	Theft of mail
43	Dishonest use of electricity
47	Theft from automatic machine or meter
53B	Preserved other fraud and repealed fraud offences (pre Fraud Act 2006)

1.4. Criminal damage & arson

56	Arson
56A	Arson endangering life
56B	Arson not endangering life
58A	Criminal damage to a dwelling
58B	Criminal damage to a building other than a dwelling
58C	Criminal damage to a vehicle
58D	Other criminal damage
58E	Racially or religiously aggravated criminal damage to a dwelling
58F	Racially or religiously aggravated criminal damage to a building other than a dwelling
58G	Racially or religiously aggravated criminal damage to a vehicle
58H	Racially or religiously aggravated other criminal damage

2. Non victim-based Crime

2.1. Public disorder

9A	Public fear, alarm or distress
9B	Racially or religiously aggravated public fear, alarm or distress
64	Riot
65	Violent disorder
66	Other offences against the State or public order
62	Treason
63	Treason - felony

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2.2. Drug offences

2.2.1. Drug trafficking

92A   Trafficking in controlled drugs

2.2.2. Drug possession

92C   Other drug offences
92D   Possession of controlled drugs (excl. cannabis)
92E   Possession of controlled drugs (cannabis)
92B   Historic code possession of controlled drugs

2.3. Crimes disrupted

8B   Historic code - possession of weapons
5C   Possession of items to endanger life
10A   Possession of firearms with intent
10B   Possession of firearms offences
10C   Possession of other weapons
10D   Possession of article with blade or point
33   Going equipped for stealing, etc
53J   Possession of articles for use in fraud
54   Handling stolen goods
59   Threat or possession with intent to commit criminal damage
61A   Possession of false documents
90   Other knife offences

2.4. Other state-based offences

15   Concealing an infant death close to birth
26   Bigamy
55   Bankruptcy and insolvency
67   Perjury
68   Libel
75   Betting, gaming and lotteries
76   Aiding suicide
78   Immigration Acts
79   Perverting the course of justice
80   Absconding from lawful custody
81   Other firearms offences
82   Customs and Revenue offences
83   Bail offences
84   Trade descriptions etc
85   Health and Safety offences

86	Obscene publications etc
87	Protection from eviction
89	Adulteration of food
91	Public health offences
94	Planning laws
95	Disclosure, obstruction, false or misleading statements etc
99	Other notifiable offences (class 98/99)
802	Dangerous driving
814	Fraud, forgery etc associated with vehicle or driver records
27	Soliciting for the purposes of prostitution
24	Exploitation of prostitution
38	Profiting from or concealing knowledge of the proceeds of crime
69	Offender management act
53H	Making or supplying articles for use in fraud

3. Fraud & forgery

51	Fraud by company director
52	False accounting
53C	Fraud by false representation: cheque, plastic card and online bank accounts (not PSP)
53D	Fraud by false representation: other frauds
53E	Fraud by failing to disclose information
53F	Fraud by abuse of position
60	Forgery or use of false drug prescription
61	Other forgery
53A	Cheque and credit card fraud (pre Fraud Act 2006)
53G	Obtaining services dishonestly (to be discontinued)

Appendix 2 – POA Categories

POA data are split into 12 categories, which sub-divide into headings as follows:

1) Local policing
   a. Neighbourhood policing
   b. Incident (response) management
   c. Local investigation
   d. Specialist community liaison
   e. Local command team and support overheads

2) Dealing with the public
   a. Local call centres / front desk
   b. Central communications unit
   c. Contact management units
   d. Dealing with the public command team and support overheads

3) Criminal justice arrangements
   a. Custody / prisoner handling
   b. Criminal justice
   c. Police national computer
   d. Criminal record bureau
   e. Coroner assistance
   f. Fixed penalty schemes (central ticket office)
   g. Property officer / stores
   h. Criminal justice arrangements command team and support overheads

4) Road policing
   a. Traffic units
   b. Traffic wardens / police community support officers - traffic
   c. Vehicle recovery
   d. Casualty reduction partnership
   e. Road policing command team and support overheads

5) Specialist operations
   a. Central operations command team and support overheads
   b. Air operations
   c. Mounted police
   d. Specialist terrain
   e. Dogs section
   f. Level 1 advanced public order
   g. Airport & ports policing unit
   h. Firearms unit
   i. Civil contingencies and planning

6) Intelligence
   a. Central intelligence command team and support overheads
   b. Intelligence analysis / threat assessments
   c. Intelligence gathering

7) Specialist investigations
   a. Crime support command team and support overheads
   b. Major investigation unit
   c. Economic crime (including regional asset recovery team)
   d. Specialist investigation units
   e. Serious & organised crime unit
   f. Public protection

8) Investigative support
   a. Scenes of crime officers
   b. External forensic costs
   c. Fingerprint / dna bureau
   d. Photographic image recovery
   e. Other forensic services
   f. Investigative support command team and support overheads

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9) National policing
   a. Secondments (out of force)
   b. Counter terrorism / special branch
   c. ACPO projects / initiatives
   d. Hosting national services
   e. Other national policing requirements

10) Support functions
   a. Human resources
   b. Finance
   c. Legal
   d. Fleet services
   e. Estates / central building costs
   f. Information communication technology
   g. Professional standards
   h. Press and media
   i. Performance review / corporate development
   j. Procurement
   k. Training
   l. Administration support
   m. Force command
   n. Support to associations and trade unions
   o. Freedom of information
   p. Social club support and force band
   q. Insurance / risk management
   r. Catering

11) Police authority
   a. Democratic representation
   b. Police authority support
   c. Other costs
   d. Yreasury management
   e. Internal audit

12) Central costs
   a. Revenue contribution to capital
   b. Capital financing
   c. Pensions and exit costs

Appendix 3

Restorative Justice / Community resolutions

Forces who return data on RJ / CR (to Mar-12)

Force	Approx RJ (inc other)
Avon & Somerset	5,287
Cambridgeshire	1,273
Derbyshire	5,829
Devon and Cornwall	5,380
Dorset	236
Dyfed-Powys	197
Essex	3,213
Gloucestershire	2,594
Greater Manchester	2,601
Gwent	205
Hampshire	4,038
Leicestershire	27
Lincolnshire	6
Merseyside	2,117
Norfolk	1,992
Northamptonshire	2,509
Northumbria	2,011
Suffolk	4,003
Surrey	3,492
Sussex	3,891
Thames Valley	4,663
Warwickshire	383
West Mercia	4,540
Wiltshire	1,202

Outsourcing of Custody

Forces who outsource custody (as at 26/07/2012)

Force	with
Cleveland	Reliance
Norfolk	Reliance
Suffolk	Reliance
Sussex	Reliance
TVP	Reliance
Warwickshire	Reliance
West Mercia	Reliance
Lancashire	G4S
Lincolnshire	G4S
South Wales	G4S
Staffordshire	G4S

CITY OF LONDON POLICE

HMIC Value for Money Analysis

The Value for Money profile 2012 has been broken down into a simplified table form for the areas where the force has been deemed to be an "outlier" or is at the extremes of the profiles. The headings are the cost of the service for City of London Police and the national average. Where a ranking of forces is appropriate this has also been included with a comparison with previous VfM reports. The areas profiled are not always the same therefore a ranking year to year comparison is not always available. Where possible an amended value after the City First change programme is included as an indicator of future cost. A future ranking is not possible to calculate as other forces are also undergoing change programmes which would affect their rankings. Profiles showing (Corporation) are those identified by the Chamberlains Department as being of interest.

OVERALL EXPENDITURE – Total excluding national functions p11

The City of London Police, due to its location, unique nature and remit, has always been an outlier in terms of cost per head of population, even when referenced to its business population. The population figure for this reporting period has also decreased from 316K to 308K compared to 2011.

- Policing costs per head of population (Corporation)

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
£259	£189	1	1	2

- Police Officer costs per head of population (Corporation)

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11	City 1st
£171	£111	1	1	2	£140

- Police Staff costs per head of population (Corporation)

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11	City 1st
£52	£40	2	2	13	£51

- Workforce costs per head of population

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
£229	£158	1	1	2

London Weighting and London Allowance add £6,615 to the salary of a police officer in the City of London, which for a midpoint Constable is an extra 20% on top of their basic salary. Police Staff also

1

receive allowances for working in London. London Weighting for police staff amounts to £4,780 per year, for a grade C this equates to an additional 22% of their basic salary and these combined are a major contributory factor in making the force an outlier in these areas. The figure for police officer costs after City First would be £140 due to the reduction in police numbers by 120. For police staff costs would be £51 as the workforce has not reduced significantly in comparison to police numbers.

- Non-staff costs per head of population

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11	City 1st
£101	£43	1	1	1	£71

In relation to non-pay costs the Force does not benefit from the economies of scale in comparison to other forces. The cost of services in London is also not taken into account by the profile. The force whenever appropriate, procures services in partnership with the Corporation. The City First change programme is also looking at non-staff costs and estimate that the future cost will be reduced to £71 due to decreased numbers of staff

- Earned Income per head of population (Corporation)

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11	City 1st
£37	£8	1	1	1	£37

Earned income includes partnership income, and amounts to £11.4M. This figure includes all non-Home Office/Government grants, such as the funding provided for the Dedicated Cheque Plastic Credit Unit (DCPCU), Insurance Fraud Enforcement Department (IFED) and the Overseas Anti-Corruption Unit (OACU) and from Transport for London (TfL) for the Safer Transport Operations Team and London Safety Camera Partnership, and the City of London for Tower Bridge. The figures after City first should remain the same as it is assumed that these current funding streams will still be in place.

POLICE OFFICERS 2012/13 estimates per head of population p12

- Total Officer costs per head

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11	City 1st
£171	£111	1	1	2	£140

CITY OF LONDON POLICE

- Police officers (exc. overtime)

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11	City 1st
£167	**£107**	1	1	2	**£135**

London Weighting and London Allowance add £6,615 to the salary of a police officer in the City of London, which for a midpoint Constable is an extra 20% on top of their basic salary. The figure for police officer costs after City First would be £140 due to the reduction in police numbers by 120. The figure excluding overtime after City First is £135 and is based on overtime remaining roughly the same

- Police officer overtime % of salary for National functions and other

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
2.6%	**3.2%**	37	37	30

Police Officer overtime is calculated based on basic pay only, which excludes London allowance and weighting. Therefore, the overtime cost will represent a smaller proportion of the overall salary cost in comparison to other Forces. The previous examples highlight the many anomalies within the VFM profiles when applied to the City of London Police. Where the more expensive London salaries are included we are an outlier at the top end but when they are removed, as they are with the police overtime example, we are an outlier at the bottom end.

Police staff and PCSO 2012/13 estimates £ per head of population p13

- Police staff

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11	City 1st
£52.2	**£40.2**	2	2	13	**£51**

- Police staff cost per FTE

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
£38.6k	**£32.2k**	1	1	1

- PCSOs FTE/1000

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11	City 1st
0.17	**0.25**	42	41	42	0.051

- PCSO cost per FTE

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11	City 1st
£35.6k	£29.8k	1	1	1	£35k

The Value for Money Profile indicates that the Force has a relatively low proportion of PCSO's. There is a complement of 52, however turnover is high and efforts to maintain this figure result in some variance around 52. If the Force followed the national average ratio of PCSO's per thousand of population (currently 0.24) the COLP would employ 79 PCSOs. . The number of PCSOs has reduced from 38 to 16 under City First reducing the percentage to 0.052. Another factor is London Weighting for police staff which amounts to £4,780 per year. For a grade C this equates to an additional 22% of their basic salary. This would increase the cost for police staff inside London as opposed to regional forces.

The overall figure for police staff figure after City First would be £51 as there is little change from the current budgeted numbers.

NON STAFF COSTS AS % OF WORKFORCE COSTS p14 (Corporation)

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11	City 1st
43.1%	25.3%	3	2	1	37.9%

- Supplies & Services

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
29.4%	13.6%	3	2	8

In relation to non-pay costs the Force does not benefit from the economies of scale in comparison to other forces. Also the increased cost of services in London is not taken into account by the profile. The force whenever appropriate procures services in partnership with the Corporation. The City First change programme is also looking at non-staff costs and estimate that the future cost will be reduced to 37.9%

This figure also includes IT costs which are comparably higher than other Forces due to lack economies of scale. In order to address this issue, the Force is participating in a consortium with other Forces in the South East (ECIS) which will drive down future costs in this area.

FINANCING OF EXPENDITURE per head of population p15

- Net expenditure (Corporation)

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11	City 1st
£293	**£194**	1	1	2	**£270**

London Weighting and London Allowance add £6,615 to the salary of a police officer in the City of London, which for a midpoint Constable is an extra 20% on top of their basic salary. Police Staff also receive allowances for working in London. London Weighting for police staff amounts to £4,780 per year, for a grade C this equates to an additional 22% of their basic salary and these combined are a major contributory factor in making the force an outlier in these areas. The population size of 308k is also a factor in this and many other areas

- Central Funding

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11	City 1st
£286	**£134**	1	6	1	£270

As can be seen, the Force is heavily funded by the centre due to the fact that it does not receive any money from a precept on council tax. However, it does receive a business rate premium of approximately £4M which has been included in the funding formula. The future cost of central funding is £270 as a result of staff reductions.

- Specific Grants

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11	City 1st
£83	**£14**	1	N/A	N/A	£73

Specific grants are high due to the national capability funding the Force receives for both Economic Crime and Dedicated Security Posts (DSP).

After City First specific grants are £73, assuming a reduction in current grant funding in line with the overall reduction in police budgets. Although this may change if Capital City Funding is received.

EARNED INCOME p16

- Total earned income per head of population

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
£36.9	**£7.8**	1	1	1

Earned income includes partnership income, and amounts to £11.4M. This figure includes all non-Home Office/Government grants, such as the funding provided for the Dedicated Cheque Plastic Card Unit (DCPCU), Insurance Fraud Enforcement Department (IFED) and the Overseas Anti-Corruption Unit (OACU) and from Transport for London (TfL) for the Safer Transport Operations Team and London Safety Camera Partnership, and the City of London for Tower Bridge.

The figures after City first should remain the same as it is assumed that these current funding streams will still be in place.

- Salaries Fees Charges & Rent

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
£4	£2.2	3	1	N/A

The bulk of this (£0.5M) is from the Section House charges for accommodation, and the Fraud Academy (£0.45M). It also includes the charges we make to UKBA for use of Custody facilities, and vehicle pound income.

City First have assumed zero additional income at present for the Fraud Academy beyond the £0.45m shown below, but this may increase with the planned future expansion of the Fraud Academy .

- Reimbursed Income exc collaboration

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
£7	£1.9	3	2	N/A

The majority of this (£1M) relates to seconded officers to other forces or national agencies. There is also money received for mutual aid during the 2012 Olympics (£0.5M) and private service income from the Tactical Firearms Group for high security escorts for the Bank of England (£0.5M).

- Partnership Income

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
£25.9	£1.6	1	3	N/A

Earned income includes partnership income, and amounts to £11.4M. This figure includes all non-Home Office/Government grants, such as the funding provided for the Dedicated Cheque Plastic Credit Unit (DCPCU), Insurance Fraud Enforcement Department (IFED) and the Overseas Anti-

CITY OF LONDON POLICE

Corruption Unit (OACU) and from Transport for London (TfL) for the Safer Transport Operations Team and London Safety Camera Partnership, and the City of London for Tower Bridge.

Funding source trends, £ per 1000 p17

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
£293.5	**£193.81**	**N/A**	**N/A**	**N/A**

The Force is heavily reliant on central government funding (funds 75% of its total expenditure), and does not receive any income from the council tax precept. This measure is also per head of population, which is low.

WORKFORCE SUMMARY per 1000 population p18

- PCSOs

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11	City 1st
0.12	**0.24**	**42**	**42**	**41**	**0.052**

If the Force followed the national average ratio of PCSO's per thousand of population (currently 0.24) the COLP would employ 79 PCSOs which would be far in excess of the actual numbers required and the funding available. The number of PCSOs has reduced from 38 to 16 under City First reducing the percentage to 0.052 as a consequence we will remain as an outlier in this area.

POLICE OFFICERS/PCSOs by rank and % of FTE p19 – (Corporation)

- Sergeants

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11	City 1st
16.2%	**14.3%**	**1**	**11**	**2**	**16.9%**

- Superintendents (inc chiefs)

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11	City 1st
2%	**0.9%**	**1**	**1**	**1**	**1.9%**

- Constables per Sgt

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11	City 1st
4.2%	**4.8%**	**39**	**29**	**40**	**4.2%**

CITY OF LONDON **POLICE**

- Constables & PCSOs per Sgt

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11	City 1st
4.5%	5.6%	42	40	42	4.3%

- PCSOs

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11	City 1st
4.4%	10.4%	42	42	42	2.2%

The Directorate based structure of the Force requires certain levels of senior management. The Superintendent ranks are essential in setting the strategic direction of the Directorates and ensuring they are properly managed. They are responsible for many diverse areas of work within the Force unlike many other forces where the rank is based solely on the numbers of people managed.

The small increase in the number of Sergeants per FTE has been as a result of having more Sergeant posts in the Economic Crime Directorate. Much of the work in ECD is complex and often has national consequences; it therefore requires additional levels of supervision.

The freeze on recruitment has had an effect on the number of constables per sergeant this will move more in line with the national average when recruitment recommences in the future.

If the Force followed the national average ratio of PCSO's per thousand of population (currently 0.24) the COLP would employ 79 PCSOs which would be far in excess of the actual numbers required and the funding available. The number of PCSOs has reduced from 38 to 16 under City First reducing the per FTE to 2.2% as a consequence the per FTE will remain as an outlier in this area as will the number per sergeant

WORKFORCE & CRIME TRENDS p20

- Crimes/Officer

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
7	30	N/A	N/A	N/A

- Charges/Officer

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
1.5	5.2	N/A	N/A	N/A

- % crime victim-based

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
79.3%	87.4%	N/A	N/A	N/A

The City of London Police has had a steady rate of crime reduction in the past 10 years and in doing so has made the City a safer place for our community to live and work. The continued focus on crime reduction should ensure we remain below the national average even with reduced officer numbers.

COMMUNITY POLICE OFFICERS & CRIME p21

- Total crime exc fraud per CPO

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
19	59	42	42	42

As mentioned above the CoLP deals with less crime than other Forces and with the continued focus on crime reduction this is as expected. As a result of the City First change programme this is likely to change, in the medium term, as there will be less officers defined as 'Community Police Officers' which may bring us more into line with other Forces.

ARREST TO CHARGE p22 –

Arrests per 100 crimes (Corporation)

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
69	69	2	N/A	N/A

This figure shows a high proportion of arrests per crime, which highlights the excellent work done through the Crime Directorate ensuring that appropriate resources are allocated to investigation and that officers are tasked in accordance with the prevailing intelligence picture. However Community Police Officers manage few crimes but in line with the rest of the force they do convert most crimes to arrest action.

FORCE BREAKDOWN AGAINST GROUP AVERAGE – STAFF p23

LEAVERS' p25

Police Officer leavers have been at a constant level throughout 2011/12. The reasons continue to be retirements and transfers. There was an average of 4 per month (similar to previous years), with retirements making up 90% of this category.

PCSO leavers – PCSO leavers have totalled 6 in the year. The prospect of the impact of the City First change programme on PCSO numbers within the Force has been the main reason for this.

JOINERS' p26

As a result of the freeze on officer recruitment thee have been no permanent Officer or PCSO joiners during this period

Sickness & Recuperative restricted p27 (Corporation)

- Police Officers Long term Absence

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
1.1%	**1.7%**	**36**	**36**	**36**

- Police Officers short & medium term absence

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
1%	**2.1%**	**40**		

- Police Officers recuperative Duties

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
0.5%	**2.1%**	**39**	**42**	**N/A**

The force continues to robustly manage sickness absence for both Officers and Support Staff. This is done through continual scrutiny and analysis of the sickness absence data and specifically targeted support to managers dealing with the individual cases. The force also continues to support the return to full fitness and full duties through a programme of supported 'restricted' duties for Officers. All long term sickness absences are managed through meetings with the Head of HR Services and are an agenda items at force performance meetings.

WORKFORCE BY FUNCTION p29/30

Net Revenue expenditure by Function per head of population p30 –

- Total exc national (Corporation)

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
£258.9	**£189.4**	**1**	**1**	**N/A**

- Specialist Operations

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
£26.1	**£8.7**	**1**	**1**	**1**

London Weighting and London Allowance add £6,615 to the salary of a police officer in the City of London, which for a midpoint Constable is an extra 20% on top of their basic salary. Police Staff also

receive allowances for working in London. London Weighting for police staff amounts to £4,780 per year, for a grade C this equates to an additional 22% of their basic salary and these combined are a major contributory factor in making the force an outlier in these areas. The Specialist Operations profile for the Force is high due to the nature of force area and the continuing terrorist Threat. The Force also provides public order & search capability for a number of high profile operations including support to Pan London operations. The demand on Specialist Operations is also driven by operational need rather than population which also contribute to the Force being an outlier in this area. However this profile is likely to flatten as the projected number of officers involved in Specialist Operations will decrease as a result of reduced officer numbers.

- Intelligence

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
£11.6	£7.7	1	8	16

In any Intelligence Bureau there needs to be specific capability to cover key functionality such as crime types, international checks, ANPR, Organised Crime Groups and general analytical and research capability. Therefore these posts are necessary regardless of force population as this is not a true picture of workload and output. Due to the nature and of the City Of London Policing area there is an increased threat from Domestic Extremism and Terrorism which requires increased resources not relevant in many other forces.

- Investigations

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
£31.4	£15.4	1	2	3

The Forces responsibility as national lead force for Economic Crime and our policing plan priority for Economic crime requires additional investigative resources in this area. The Major Investigation Team provide a detective capability in dealing with major crime in the City of London. By providing resources in these areas the force is able to maintain a high sanction detection rate, while providing a first class crime investigation service to the business and residential community.

- Support Functions

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
£68.3	£39	1	1	N/A

- Police Authority

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
£0.1	£1.2	N/A	N/A	N/A

- Central Costs (Corporation)

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
£31.6	**£7**	N/A	N/A	N/A

These costs include all of the Force on costs levied by the City of London Corporation and also all our central costs such as HR and Finance. Yet again although a small force we still have a requirement to provide central services in the same way that a large Force provides. This coupled with the size of the population and London costs explain the difference in cost figures.

LOCAL POLICING inc local investigation/prisoner processing p31/32 cost per head of population

- Total local policing

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
£54.5	**£75.4**	41	42	22

- Local Investigation

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
£8	**£14.1**	41	38	N/A

- Police Officer salaries

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
£48.1	**£62.6**	41	39	N/A

- Police Overtime

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
£0.7	**£1.8**	41	42	N/A

- Other (Police) staff salaries

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
£0.4	**£2.4**	42	41	N/A

- Non Staff Costs

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
£1.1	**£2.4**	36	39	N/A

The Force has traditionally had a lower proportion of officers designated as Local Policing officers based on head of population in comparison to other forces due to the structure and focus of the Territorial Policing Directorate. This indicator is likely to decrease as the number of officers assigned

to local policing decrease. This, in turn, will show the Force as providing better value, at less cost per head of population that other Forces.

DEALING WITH THE PUBLIC p33

EMERGENCY & PRIORITY CALLS PER POPULATION p36

The Force has very few Emergency, Crime and Anti-social behaviour calls in relation to other forces and using the population numbers in the profile we will continue to be at the low end of the scale in these areas.

CRIMINAL JUSTICE ARRANGEMENTS p37

Surgeons, Drs & other medical staff

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
£2.04	**£1.02**	3	N/A	N/A

The Force pays a fixed amount for the provision of medical services rather than per prisoner or callout. A Healthcare Professional (HCP) is on duty within the custody facility from 07:00 – 19:00 each day. This combined with the relatively small number of prisoners' leads to a higher cost for the provision of HCPs that might otherwise be the case. This costs allows for a quicker service enabling cases to be processed quickly therefore reducing officer time in custody.

CRIMINAL JUSTICE ARRANGEMENTS p38 – (income)

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
1.5	**5.2**	N/A	N/A	N/A

The Force receives income from London Safety Partnerships & Tower Bridge Camera Enforcement which would account for our high position in this area. The increased staff costs are again down to the 'London Factor'.

SPECIALIST OPERATIONS – cost per head of population

- Total specialist operations costs

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
£26.1	**£8.7**	1	1	1

- Firearms unit

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
£9.2	**£3.1**	1	1	1

- Dogs section

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
£3.9	**£1.4**	1	2	1

- Level 1 public order

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
£7	**£1.5**	1	24	N/A

- Civil Contingencies

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
£2.2	**£0.7**	N/A	N/A	N/A

- Mounted police

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
£3.1	**£0.2**	N/A	N/A	N/A

The Specialist Operations profile for the Force is high due to the nature of force area and the continuing terrorist Threat. The Force also provides public order & search capability for a number of high profile operations including support to Pan London operations. The demand on Specialist Operations is also driven by operational need rather than population which also contribute to the Force being an outlier in this area. However this profile is likely to flatten as the projected number of officers involved in Specialist Operations will decrease as a result of reduced officer numbers. Also London Weighting and London Allowance add £6,615 to the salary of a police officer in the City of London, which for a midpoint Constable is an extra 20% on top of their basic salary. Police Staff also receive allowances for working in London. London Weighting for police staff amounts to £4,780 per

year, for a grade C this equates to an additional 22% of their basic salary and these combined are a major contributory factor in making the force an outlier in these areas.

NTELLIGENCE cost per head of population p42/43

- Total costs

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
£11.6	**£7.7**	1	8	N/A

- Intel Analyst/Threat assessment

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
£6.9	**£3.8**	2	42	N/A

In any Intelligence Bureau there needs to be specific capability to cover key functionality such as crime types, international checks, ANPR, Organised Crime Groups and general analytical and research capability. Therefore these posts are necessary regardless of force population as this is not a true picture of workload and output. Due to the nature of the City Of London Policing area there is an increased threat from Domestic Extremism and Terrorism which requires increased resources not relevant in many other forces.

INVESTIGATIONS exc local investigation/prisoner processing – cost per head of population p44/45

- Total Investigations

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
£31.44	**£15.39**	1	1	3

- Police Officer Salaries

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
£27.2	**£11.6**	1	N/A	N/A

- Public Protection

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
£2.32	**£6.55**	42	41	N/A

- Serious and Organised Crime

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
£0.20	**£2.30**	42	42	N/A

- Economic Crime

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
£17.62	£1.42	1	1	1

- Specialist Investigation Units

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
£4.30	£0.46	2	1	1

The Forces responsibility as national lead force for Economic Crime and our policing plan priority for Economic crime requires additional investigative resources in this area. The Major Investigation Team provide a detective capability in dealing with major crime in the City of London. The Public Protection Unit (PPU) is a dedicated resource to investigate the hate crimes and domestic abuse in the Force area. By providing resources in these areas the force is able to maintain a high sanction detection rate, while providing a first class crime investigation service to the business and residential community. Yet again the London based staff costs and small population sample are a contributory factor

INVESTIGATIVE SUPPORT –cost per head of population p46

- External forensic Costs

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
£0	£1.63	N/A	42	N/A

- Scenes of crime officers

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
£2.81	£1.56	1	1	N/A

This business area operates on a minimum level of staff needed to provide 24/7 service and is based on need rather than population numbers. London staff costs are also a contributory factor. The City First change programme is examining this area in relation to collaboration.

SUPPORT FUNCTIONS – cost per head of population p48

- Total Costs

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
£68.3	**£39**	1	1	N/A

- Building Costs

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
£15.5	**£8.8**	2	3	N/A

- ICT

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
£14.6	**£8.6**	1	2	N/A

- Training

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
£6.1	**£3.9**	2	2	N/A

- Administration Support

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
£11.6	**£2.7**	1	1	N/A

- Human Resources

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
£5.5	**£2.4**	1	1	5

- Performance review

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
£5.4	**£2.5**	1	1	N/A

- Professional Standards

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
£2.7	**£1.4**	1	1	7

- All Other

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
£2.5	**£4.2**	N/A	N/A	N/A

The deliveries of the above functions are based on need and capacity and as such cannot be realistically compared on per head of population numbers. As a small Force we still have to provide these services in order to support our core business of policing and yet again the increased cost of staff in London is the most relevant factor in these areas.

NATIONAL POLICING – cost per head of population p51/52

- Total Costs (Corporation)

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
£34.56	**£4.46**	1	1	N/A

- Specific grants

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
£47.37	**£3.97**	N/A	N/A	N/A

- Costs net of grant

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
£-12.80	**£-0.49**	N/A	N/A	N/A

Counter Terrorism is the Force number one priority and as a result the Force provides a large officer commitment to supporting the business and residential community in the Square Mile in this area. The 24/7 cover provided contributes to the cost of providing this security function, which is not such a high priority for many other Forces. The lead force status for Economic Crime is also a factor in our national policing costs. The cornerstone of this work is the national fraud operational work, the National Fraud Intelligence Bureau and the Economic Crime and Fraud Training Academy. This national remit based against a small population size places the Force as an outlier in regards of this profile. The costs net of grant are yet again the increased cost of staff in London.

RECORDED OFFENCES – ALL CRIMES per 1000 population p59

- Total exc fraud (Corporation)

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
19.3		42	42	42

Overall crime (exc Fraud) has fallen within the last 10 years and has gone from approximately 9,000 to 5,600 crimes. This is in part as a consequence to changes in recording practices but in the main it is due to the continued focus on achieving crime reduction year on year and this will continue to be the case in the future. These low crime levels ensure that the City of London is a safe place to live and work.

CITY OF LONDON POLICE

SANCTION DETECTIONS (rape) p67 (Corporation)

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
100%		1	N/A	N/A

The sanction detection rate for rape is 100%, although this is based on very few crimes (2). All allegations of sexual offences are thoroughly investigated and Rapes are dealt with by the Force Major Investigation Team (MIT) who are able to provide expert detective capability in dealing with major crimes. They are split into a witness team, suspect team and a CCTV team who are able to provide evidence packages within the first 48 hours. This allied with excellent crime scene management contribute to the high detection rate

SANCTION DETECTIONS (non-domestic burglary) p69

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
22%	N/A	3	N/A	N/A

Unlike many regional forces the Force does not have many resident recidivists which make these crimes harder to detect. As a consequence the focus in dealing with burglary is also about the Quality of Service delivered to the victims. Every Burglary secures attendance at the scene by a detective and a scenes of crime officer and crimes cannot be filed away unless authourised by a Detective Inspector. This ensures that all avenues of investigation have been explored and exploited. Moving forward a dedicated Burglary Team with one Detective Sergeant and four Constables is being trialled to try to replicate the good work carried out by the Op Spinetail team who increased detections in thefts from café's and licensed premises.

SANCTION DETECTIONS (drug trafficking) p71

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
78%	N/A	41	N/A	N/A

The force has very few Drug Trafficking offences (27) none of which are "high value" offences. Many of the offenders are foreign nationals and once bailed often fail to appear for charge/court leading to the 22% rate shown as not detected.

RECORDED OFFENCES – ALL CRIMES (fraud & forgery) p72

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
-56%	N/A	42	N/A	N/A

The 56% fall in offences of fraud & forgery is a direct result of the force's early adoption of new Home Office reporting procedures. In April 2011, CoLP was one of six pilot forces to adopt these new procedures; in practice all non-urgent fraud reports are now channelled through the Home Office's Action Fraud service. Action Fraud allocates a unique crime reference number to any reports channelled through its call centre or web portal as a result these do not form part of the force's crime return.
All Home Office forces will be complaint with these new procedures by 1st April 2013; we should then see VFM tables start to converge.

SANCTION DETECTIONS BY TYPE (TIC) p79

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
1%		**42**		

Taken Into Consideration (TIC) detections are used particularly around repeat offences by known local criminals. Such offenders rarely travel outside of their force area to commit crimes, as such this is a tool used more frequently by regional forces. The City of London has a traditionally high overall crime detection rate and as such TIC detections are not common practice.

CHANGES IN SANCTION DETECTION TYPES p80

Cautions

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
22%	N/A	1		

There has been no policy decision by the Force to increase the number of cautions. This increase is in some part due to the CPS using conditional cautions as an alternative to court appearance. Often the court will direct the defendant to return to the police station to receive a conditional caution. There has also been an increase in voluntary attendances at the police station which may also have led to an increase in cautions. This increase in voluntary attendances was commended during the last HMIC inspection of custody.

NO CRIME p82

- Robbery

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
22%	5.1%	1	N/A	N/A

- Rape

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
71.4%	12.5%	1	N/A	N/A

- Other sexual offences

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
17.5%	5.6%	1	N/A	N/A

 All allegations of sexual offences are thoroughly investigated and as such it often takes considerably more than the three days allowed under National Crime Recording Standards to gather the necessary information to ascertain the full facts. False allegations of rape are not unusual, and in such cases the investigation will lead to the original crime being no-crimed, with the reasons recorded on the enquiry log.   This is acknowledged in the note at the bottom of page 82 of the HMIC report, which explains that a high level of "no crimes" may be indicative of recording processes that capture all reports of crimes at first point of contact.

In relation to Robbery many of the no crimes are a result of the thorough investigation process applied to all offences of robbery. Also the small volume of such offences (46) can give a high percentage by no criming relatively few .Where there is substantial evidence to disprove the allegation of robbery, normally by CCTV, they are then no crimed. Many other forces do not investigate with similar vigour "low level" robbery such as purse/phone snatch due to the high volume of these offences in many forces

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Committee(s): Police Performance and Resource Management Sub-Committee	Date(s): 8th February 2013
Subject: Performance against Targets in the Policing Plan, April to December 2012	**Public**
Report of: Commissioner of Police POL 09/13	**For Information**

Summary

1. This report summarises performance against the Policing Plan 2012-15 for the first three quarters of the 2012-13 financial year (April to December 2012).

2. At the end December 2012, of the 18 policing plan targets, 1 had been achieved and is now closed, (WHITE), 16 were on track to be met (GREEN) and 1 was graded (AMBER), slightly behind target, but with the possibility the target might still be met by the end of the year.

1.	Maintain 95% ring of steel patrols commensurate with threat	**GREEN**
2.	Improve quality and coverage of engagement with SMEs	**GREEN**
3.	All relevant plans within CoL scrutinised by the CT ALO	**GREEN**
4.	85% of Griffin/Argus attendees agree CoLP prepared to deal with terrorist or major incident	**GREEN**
5.	Disrupt 25% of OCGs using fraud as a means of committing crime	**GREEN**
6.	Improve the quality of fraud alerts to businesses and public sector	**GREEN**
7.	85% of attendees to Fraud academy courses satisfied with quality and content	**GREEN**
8.	Participate in 95% of Economic Crime Command co-ordinated by the National Crime Agency's Economic Crime Operational Group	**GREEN**
9.	Maintain 95% of no. and trained/equipped officers to meet national req'ts for mobilisation and support Olympic and Paralympic games	**ACHIEVED**
10.	85% of residents and businesses satisfied with information rec'd relating to pre-planned large events	**GREEN**
11.	Reduce levels of victim based violent crime compared to 2011-12	**AMBER**
12.	Reduce levels of victim based theft compared to 2011-12	**GREEN**
13.	Reduce no. of road collisions resulting in injury compared to 2011-12	**GREEN**
14.	Increase the number of uninsured vehicles seized compared to 2011-12	**GREEN**
15.	Increase the no. of cyclists referred to the Cycle Safe Scheme	**GREEN**
16.	85% of crime victims and those reporting ASB satisfied with the way CoLP handled their case	**GREEN**
17.	80% of street population surveyed consider CoLP doing a good/excellent job	**GREEN**
18.	Respond to at least 95% of 999 calls within 12 minutes	**GREEN**

Recommendation

It is recommended that your Sub Committee receives this report and notes its contents.

Main Report

Background

1. This report presents Force performance against the targets and measures published in your Committee's Policing Plan 2012-15 for the first, second and third quarters of the 2012-13 financial year (i.e. April to December 2012). All relevant performance information is contained within Appendix 'A' with only those areas where targets have not been met highlighted within the body of the report itself.

2. As with previous reports, this performance report includes brief overviews of Force performance that are not covered by specific targets.

3. The "traffic light" criteria used in these reports is as follows:

   - White – target achieved;
   - Green – target on course to be achieved by due date;
   - Amber – progress against the target behind schedule or failing, but could still be achieved by due date;
   - Red – target not achieved by due date/will not be achieved by due date.

   Following previous feedback from Members, WHITE will only be used as classification when a target has actually been delivered whereas previously it was used to describe a target that had been achieved to date.

Current Position

Overview of Force Performance

4. Notable successes over the reporting period, in addition to those items noted in the first and second quarter reports, include:

   - In December a major City of London Police operation took place across the square mile and the South East to dismantle a suspected criminal operation believed to have been selling worthless carbon credits to investors living in the UK. Detectives arrested a total of 11 suspects (8 in the City, 2 in Essex and 1 in Hertfordshire).
   - During December a City of London Police investigation led to the UK's first criminal convictions and prison sentences (seven and six

year terms) for land banking fraud. A pair was sentenced for masterminding a three million pound deception conning the elderly and vulnerable into buying plots of land that were worthless or massively over-priced.

- Following a thorough investigation by the force's major investigation team, a man who stabbed a fellow club-goer outside a City nightclub was jailed for six years having previously pleaded guilty to the attack.
- An Economic Crime Directorate investigation resulted in an investment banker being jailed for seven years having been convicted of recklessly and illegally gambling away more than $2 billion through fraudulent trading.
- In November a woman believed to be Britain's most prolific female fraudster who conned banks out of £13 million was jailed for nine years following a fraud investigation.
- In October the Dedicated Cheque and Plastic Crime unit (DCPCU) dismantled what is believed to be one of the UK's biggest counterfeit cheque crime groups following a major operation in Yorkshire and Scotland, this operation targeted a suspected £10 million counterfeit gang.
- In December a City night-club had it's licence revoked by the Licensing Committee following a number of serious incidents and assaults. This has already had a positive impact upon violent offences.
- In November a stranger Rape was reported in the area of St Pauls. Following a highly professional victim-focussed investigation, a suspect was swiftly arrested and charged with the offence. On 24th January the suspect pleaded guilty to the offence and will be sentenced in March, where he has been warned that he will receive a substantial custodial sentence.

Target Performance

5. At the end December 2012, of the 18 policing plan targets, 1 had been achieved and is now closed, (WHITE), 16 were on track to be met (GREEN) and 1 were graded (AMBER), slightly behind target, but with the possibility the target might still be met by the end of the year.

6. The end of December saw the majority of targets either being met or on track to be met; all relevant details are contained in the Appendix to this report. Only those targets recorded as AMBER or RED are discussed within the body of this report, as follows:

7. **Reduce levels of victim based violent crime compared to 2011-12.** At the end of the third quarter the Force is just over the year to date target (31. Since September the variance against target has increased indicating that a crime reduction by the end of March 2013 is becoming more challenging. 57 crimes were recorded in December, one more than the same month last year.

8. Uniformed Policing Directorate continues to work to target Violent Crimes taking place around licensed premises. A multi-agency Licensing Operation took place on 21st December 2012 involving CoLP, LFB and City of London Corporation and the LFB in particular gained enough evidence to issue enforcement notices on at least 3 premises and warrant follow up visits. A fortnightly Licensing Tactical Group is chaired by Supt Community Engagement in partnership with the Head of Environmental Health and Public Protection where prosecutions under the Licensing Act are discussed.

9. Money allocated to facilitate additional enforcement work by the Licensing Team has resulted in 3 Covert operations taking place in December which has resulted in information being passed to the Licensing Authority for possible prosecutions and some good intelligence being gained. The knowledge by licensees that covert operations were taken place has had a knock on effect with many premises tightening up on procedures.

10. Operation Blitzen ran during the Christmas period with tactical delivery based on the Christmas Problem Profile and took a blended, preventative approach with both covert and overt activity. Actions were based on 16 options from the Menu of Tactical Options and involved checks of licensed premises and the issue of Notices to Quit cards under S27 Violent Crime Reduction Act 2006. These tactics are now being adopted by Operation Vilano, which will be conducted for the remainder of Q4.

11. Persons coming into police custody were questioned as to where they had been drinking to further enhance intelligence and preventative tactics. This was particularly successful with information highlighting how many persons were visiting the City who were already intoxicated or were visiting specific venues to become intoxicated.

Conclusion

12. As with previous quarters, the Force has ended the third quarter presenting solid performance across the entire range of policing plan targets. However, there remains considerable challenges ahead to maintain these

levels, and sustained effort will be required if the Force is to meet its targets in relation to violent crime and reducing road casualties.

Background Papers:

▪ **Appendix "A" Performance Summary**

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Appendix A: Performance against targets/measures in the Policing Plan 2012-15 for period 1st April 2012 – 31st December 2012.

WHITE	Target achieved	GREEN	Performance on track to achieve target by due date	AMBER	Progress against target is significantly behind schedule, but the target might still be achieved	RED	No progress on target or deadline/level has not been met

Protect the City of London from terrorism and extremism	
Measure	**Traffic Light**
1. **To maintain at least 95% of our dedicated Ring of Steel patrols at a level commensurate with terrorist threat levels**	**GREEN**
Performance	Requirement - 1635 hours per month Actual hours engaged on CT specific duties = 3418 hours (December). Over the course of the third quarter, the Force exceeded the "UPD Requirement" every month. Over the second quarter the Force exceeded the requirement due to duties relating to the Queen's Diamond Jubilee, Olympic and Paralympics games, as the third quarter was undertaken the Force has begun to move back to its usual shift pattern and performance against this target has resumed to a more normal level with the Force still achieving the target set.

NOT PROTECTIVELY MARKED

Measure	Traffic Light
2. By 31st March, to have delivered a programme to improve the quality and coverage of engagement with Small and Medium Sized Enterprises.	**GREEN**

Performance	**1. Improving quality of engagement** The newsletter was reviewed with consultation with corporate communications; the feedback received from the circulation of 290 businesses was incorporated into the future circulations. A survey was conducted in November targeting 4000 businesses to identify how well informed they are around crime and terrorism trends/issues, what information they require, preferred method of communication and how they currently receive information. They are also being asked about the preferred method of engagement. The results will be analysed to inform the engagement strategy. **How do you currently receive information from the City of London Police** 54.68% Community E mail, or Vocal business alert **How well informed do you feel about current crime trends and terrorism issues** 34.1% not well informed , 17% felt that they were not informed at all **What information would benefit you and your organisation** 66.9% Contingency Planning for a terrorist attack 38.9% Terrorism Briefing **What is your preferred method of receiving information from us** 83.6% Electronically, 8.9% Newsletter and 3.7% Training Sessions **What is your area of business** 81.5% Commercial Centres, 3.1% Restaurants and Hotels , 3.1% Education, 2.3% Bars and Clubs

Improve the quality and coverage of engagement with Small and Medium Sized Enterprises (continued)

2. Improving coverage of engagement

The 3500 engagements which took place in September was ostensibly constituted of delivery of the newsletter to all the SME email addresses supplied by the City of London Corporation. (the City Corporation originally provided a list of 5000 email addresses, however c1500 of these proved to be dormant and undeliverable, hence the total of 3500).

A further newsletter was circulated in December, to the 3500 email addresses.

The next newsletter is scheduled for circulation on 31st January 2013.

The result is that at the beginning of the year c290 SMEs were being engaged with, now we are engaging regularly with c3500 SMEs via our electronic newsletter.

A meeting with Ian Weatherhead from the Chamber of Commerce was conducted on the 15th November 2012 as a result the force has been asked to conduct two presentations around Small and Medium sized Enterprises (SME's) at the next two chamber meetings in 2013 dates to be confirmed.

Breakfast briefing conducted along with an input from the Economic crime unit for SME's in November 2012 there were 41 attendees very positive feedback.

Engagement has taken place with the London Chamber of Commerce. They have a list of 100 SMEs based in the City of London. Further engagement is scheduled with the Federation of Small Businesses.

Measure	Traffic Light
3. To ensure all relevant plans for development within the City of London are subject to consultation and scrutiny by the Counter Terrorism Architectural Liaison Team	**GREEN**

Performance	The Architectural Liaison Officer (ALO) attends the monthly City of London Corporation Planning Meeting at which all new planning applications are discussed. Additionally the ALO receives a weekly email summarising all new applications, enabling early scrutiny of applications. To the end of December a total of 29 have been received and consultation has taken place on all of them. All applications were reviewed at the earliest opportunity; there were no exceptions and all reviews take place before being presented to the Planning Committee.

Measure	Traffic Light
4. To ensure that at least 85% of people attending Project Griffin and/or Argus seminars consider the City of London Police is prepared and capable of dealing with a terrorist or major incident	**GREEN**

Performance	During the first quarter, an average of 97.6% of 140 attendees to events considered the Force prepared and capable of dealing with a terrorist or major incident.
	During the second quarter, there was one Griffin event during July and one during September, both of which returned satisfaction levels of 96%. None were held during August due to Olympics commitments.
	During the third quarter there was one Griffin event during October, November and December, these events returned the following satisfaction rates: 96%, 95% and 90% respectively. This brings the average satisfaction rate for the year to date to 95.8%.
	During the second quarter, five Argus events were held during July (3 returned 100% satisfaction, 1 recorded 95% and 1 returned 93%). No events were held during August. During September, there were two Argus events, one retail which had 25 attendees with a satisfaction level of 96% and one to Lloyds which had 10 attendees with a satisfaction level of 100%.
	During the third quarter, four Argus events were held in total. The two in October returned 100% satisfaction and these were events for business. The two events in November returned 100% and 91% satisfaction respectively, with the first event aimed at business and the second at retail. This brings the average for the year at 96.8% satisfaction of attendees at the Argus events.

Protect the City of London and UK from Fraud	
Measure	**Traffic Light**
5. To disrupt at least 25% of Organised Crime Gangs who use fraud as a means of stealing from individuals, businesses and the public sector	**GREEN**

Performance	Total Organised Crime Gangs (OCG) Disruptions to Date: 20 The target is 25% of the baseline figure of 94. The qualitative target is therefore to disrupt 24 OCGs by the end of the financial year. This equates to 2 disruptions a month. A disruption may be achieved by any activity covered in the Organised Crime Strategy under Stem, Strengthen or Safeguard, and will have involved some form of intervention, prompted by the appropriate agency, which has resulted in a positive output or outcome. For the purposes of this measurement an OCG disruption is counted when an OCG is reclassified in a downward movement of tiers within the OCG disruption tracker table. For example an OCG that is reclassified from a tier 2 to tier 3 would be counted as a disruption. From April 2013, the target will be set around the baseline work currently underway within FIB to set a realistic target against the disruptions recently agreed by the Force.

Measure	Traffic Light
6. To improve the quality of fraud alerts shared with business and public sector organisations	**GREEN**

Performance	In the 1st quarter, the National Fraud Intelligence Bureau (NFIB) issued 245 Alerts across a broad range of recipients in Law enforcement, Industry and members of the public. The main areas of dissemination were in Share Purchase Fraud and Credit Card Fraud, with other alerts relating to Advance Fee Fraud, Cheque Fraud, and Telecommunications Fraud and On-line shopping Fraud.

During the second quarter (July to September) the NFIB feedback mechanism for Alerts was reviewed and a new online survey function was introduced on 11/07/2012, replacing the existing format. The purpose of the introduction of the online survey function was to improve accessibility to stakeholders by removing unnecessary steps for completion. This process will be reviewed and streamlined where suitable.

The future roll out of the online survey function will be introduced to the broader range of NFIB products as they are published, in order that all disseminations are included to capture feedback from stakeholders and product recipients.

The following question, which was not previously included in the 1st quarter Stakeholder Survey, was included in the second quarter Stakeholder Survey – *The fraud alerts that the NLF has disseminated over the last 12 months are of high quality* (respondents are asked to what level they agree with this statement). The result stated below will be used as a baseline for the quality of future fraud alerts;

61% of stakeholder agree that the fraud alerts have been of a high quality

The Third quarter (October to December) saw 249 alerts issued across a broad range of recipients. The survey data collected during quarter 2 remains the only baseline for satisfaction at this time. The data has since been broken down into the following analysis:

Definition - Quality of fraud alerts is measured by looking at the positive action (if any), enabled as a result of the information within the alert. Those completing the feedback are directly asked to provide details of the action taken in response to receiving the alert.

Results
During Quarter 2 65% of respondents were able to use an NFIB Fraud Alert to take direct action within their organisation to reduce the threat of fraud, and by implication, the quality of that alert is deemed to have been good.

During Quarter 3 58% of respondents were able to use an NFIB Fraud Alert to take direct action within their organisation to reduce the threat of fraud, and by implication, the quality of that alert is deemed to have been good. (It is important to note that there were fewer respondents within this survey wave than with quarter 2). |

Measure	Traffic Light
7. To ensure 85% or more people attending Fraud Academy Courses are very satisfied overall with the quality and content of the course attended	**GREEN**
Performance	The cumulative figure of delegates that have found the quality and content of Fraud Academy Courses to be excellent, very good or good remains at 95%. The feedback forms have been using these terms to describe the level of satisfaction rather than the terms, completely Satisfied, very satisfied, fairly satisfied. Feedback forms are being completed by an average of 82% of attendees, this figure has dropped due to a low return for the December course of 41%.

Measure	Traffic Light
8. To participate in at least 95% of enforcement campaigns coordinated by the National Crime Agency's Economic Crime Operations Group	**GREEN**
Performance	There are currently 5 key economic crime campaign activity areas where there is active or proposed enforcement activity. ECD are participating in all areas, as detailed immediately below: **OP Knockout is a SOCA led operation which is the continuation of the ECD led OP Ozone:** ECD remain involved in continuing enforcement activity. ECD continue to work in partnership with SOCA providing operational support when required. **OP Rico is an ECD led operation and now has a full establishment of resources and infrastructure:** On the 10th of December the Spanish National Police, the City of London Police and the Fiscales signed a JIT with Eurojust. This is significant and the first such agreement with Spain and the UK since 2008. **SPIRA mapping project:** Involvement from initial stage and ongoing contributions. **OP Proximate/Poise:** The investigative strategy has been drafted and multi-agency collaboration continues. **OP Bloom:** Intelligence gathering continues with a view to finalising the strategy to deal with pension liberation and secondary investment fraud, taking in to account the liability regarding taxation and current mass marketing crime.

Respond effectively to public disorder	
Measure	**Traffic Light**
9. To maintain at least 95% of the number of trained and equipped officers required to meet the national requirements for public mobilisation and support the Olympic and Paralympics games	**ACHIEVED**

Performance	The Force is required to have available for the national mobilisation 3 Police Support Units (Public Order Trained to level I or II i.e. Shield Trained). Each consisting of 1 Inspector, 3 Sergeants, 21 Constables (including 3 drivers). All supplied with full protective equipment and in protected carriers. Mobilisation can be on a regional or national basis. 100% of requests for resources have been met.

Changes were made across the whole Force (in accordance with national guidance) to ensure that resources were enhanced when demand required it, that overtime and cancelled leave days were kept to a minimum and support to colleagues in the MPS. To maintain officer numbers carrying out core Police Patrolling functions during the London 2012 Olympic and Paralympics Games, changes were made to Uniform Patrol Policing where duties were temporarily changed to an eight hour day pattern. This increased the number of actual working days per officer, reducing rest days and allowed greater flexibility in policing operations during the period without the need to incur cancelled rest days and overtime. In conjunction with the major change of shift pattern for Uniformed Policing, police officers in non-operational roles, such as Learning and Development and Projects, along with Prisoner Handling and Ward teams were taken from their normal roles and placed on the shift pattern. They worked alongside the patrolling officers enhancing the numbers available for deployment and increasing flexibility.

Roads Policing, Support Group and the TFG also amended their shift patterns. Specialist crime re-organised their duties to provide an enhanced cover on key dates during the period when it was anticipated that there would either be a greater demand or the nature of events taking place required a speedier response. Economic Crime adapted their duties to provide support for Uniform Policing by covering the role of Prisoner Handling team throughout the period.

Leave during the main Olympic three-week period was restricted to only 7% of the Force, and in some areas where their role was particularly crucial no leave was allowed. During the Olympic and Paralympics period the City of London hosted a number of parallel events which were resourced by CoLP officers. There were over 50 of these types of events, 20 of which attracted significant resources of 2 PS and 12 PCs or more, these were policed from the available resources and incurred minimal cancelled leave and overtime. CoLP provided specialists officers from TFG as Personal Protection Officers, Mounted officers, Roads Policing (VIP Escort) and Dog handlers. 21 Personal Protection Officers, supplied by TFG, deployed to the MPS on Mutual Aid. They worked a total of 394 days. 9 Mounted officers worked a total of 175 days. Roads Policing supplied eight motorcycle VIP Escort Trained Officers (VIPEX) who worked a total of 96 days on mutual aid.

The Dog section provided nine Weapon Recovery and Explosive Dogs / handlers who worked a total of 91 days. In addition to this a latter deployment, for mutual aid, was instigated to cover the MPS policing operation around the Paralympics Committee's occupation of the Grange St. Paul's Hotel. The City of London Police were requested, and provided, 338 officer-days to this operation. The resources committed to this were two Inspectors three Sergeants and eighteen Constables per day between 27 August and 10 September 2012. During the Olympic & Paralympic period the CoLP Community team supplied a full-time Bronze to the Cross-Sector Safety & Security Partnerships Information Hub (CSSC).

Text from quarter 2 for reference as there is no change in position as this has been achieved. |

Measure	Traffic Light
10. To ensure at least 85% of residents and businesses are satisfied with the information received in relation to large pre-planned events	**GREEN**

Performance	The Following pre-planned events will be assessed within this measure: The Queens Diamond Jubilee; The Olympics & Paralympics; The Lord Mayors Show **The Queen's Diamond Jubilee** City of London businesses and residents were surveyed to ascertain the level of satisfaction with Force communications relating to the Queen's Diamond Jubilee (QDJ) arrangements. Marketing company Vocal Ltd of Colchester was commissioned to distribute the surveys and compile the results. Vocal used Survey Monkey and distributed the surveys to CoLP Business and Residents email group addresses on 18th June. • 37 responses were received from residents, with 34 completing the overall satisfaction question. • 181 responses were received from the business community, with 163 completing the overall satisfaction question. • **95.1%** (155 out of 163) of Business Community respondents answered very satisfied or satisfied to the question: "Overall, how satisfied were you with the information we sent you about the Queen's Diamond Jubilee celebrations?" • **91.2%** (31 out of 34) of Resident respondents answered very satisfied or satisfied to the same question. **2012 Olympic & Paralympic Games** iModus surveyed City of London Businesses and Residents in respect of the CoLP provision of information in relation to the 2012 Olympic & Paralympic Games. This survey was conducted during September 2012. • 100 responses were received from the business community • 25 responses were received from residents. • Satisfaction levels for business respondents (100 returned) were **96%** which included 54% very satisfied with the information provided. • Satisfaction levels for residents (25 returned) were **90%** including 60% very satisfied. Of the respondents, 83% of the business respondents and 64% of the resident respondents located in the City of London. Overall, people were happy with the information provided and level of content and contact. **The Force is still awaiting data/feedback from Lord Mayor's Show, data from this event will be included once available.**

Reduce the levels of violent crime and theft	
Measure	**Traffic Light**
11. To reduce levels of victim based violent crime compared to 2011-12	

Performance

April - December 2012: 457 offences recorded (April – December 2011: 420)

At the end of December the force is 31 above target. Since September the variance against target has increased indicating that a crime reduction by the end of March 2013 is becoming more challenging. 57 crimes were recorded in December, one more than the same month last year.

The monthly trend indicates that it may prove difficult to achieve any crime reductions in January. Last year 47 offences were recorded which was low compared to the surrounding months and the January's average for the previous 3 years (56). There may be some limited opportunity for crime reduction in February and possibly March.

Total Victim Based Violence

2011/12: Apr 32, May 44, Jun 37, Jul 51, Aug 50, Sep 47, Oct 34, Nov 56, Dec 56, Jan 47, Feb 59, Mar 56
2012/13: Apr 42, May 45, Jun 39, Jul 59, Aug 45, Sep 51, Oct 56, Nov 63, Dec 57

■ 2011/12 □ 2012/13
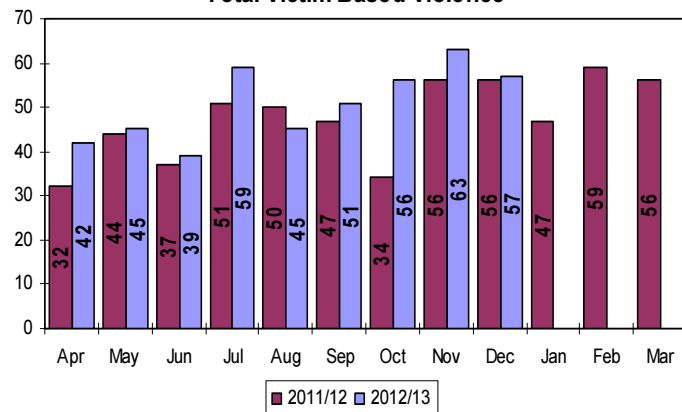
An average of 37 crimes can be recorded per month to achieve an end of year crime reduction. This level has not been achieved in the forthcoming months for the last 4 years. The Jan – Mar average over the last 4 years is 52. If this average continues the end of March figure will be 613, an increase of 7.7% (+44).

Victim Based Violence - Rolling 12 month trend
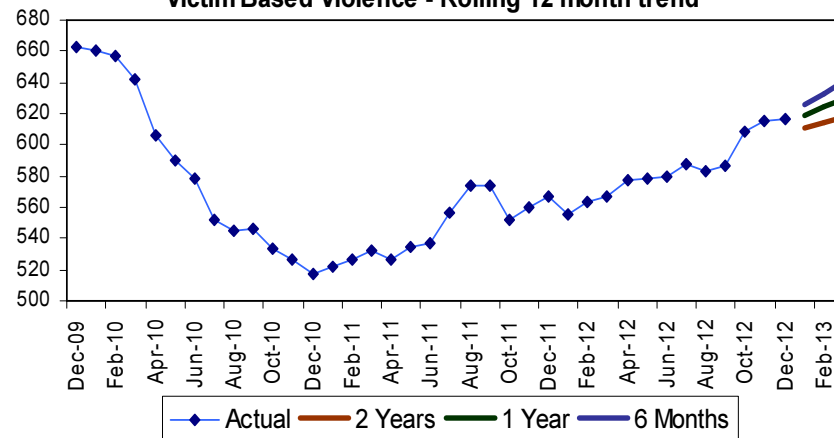
— Actual — 2 Years — 1 Year — 6 Months

Trends based on between 6 months and 2 years data indicate that the force will end the year above target at between 618 and 640 offences.

NOT PROTECTIVELY MARKED

To reduce levels of victim based violent crime compared to 2011-12 (continued)

Violence with Injury: 31 more crimes have been recorded this financial year compared to last. This is due to a YTD increase in Assault with Injury (+19) with 189 offences recorded compared to 170 last year. Assault with Injury began increasing in November (30) and has continued into December (35) compared with a monthly average of 19 for the rest of the year. 3 racially aggravated assaults were recorded in December, 2 were linked to night time economy (taxi related) and 1 to retail.

Violence without Injury: 1 fewer crime has been recorded in this financial year compared to last, an improved position compared to both October (+22) and November (+16). This is due to a low number of common assaults being recorded in December (14) compared to the same month last year (29). Common assault has subsequently fallen by 6 YTD from 163 last year to 157 this year. The biggest increase in this category is in Assault on PC. This has increased from 15 offences last year to 22 this year (+7), however no further offences were recorded in December.

Sexual Offences, which account for 7.2% of the total victim based violent crime, have increased from 26 last year to 33 this year (+7). 6 rapes have been recorded compared to 1 last year, 2 of these have been detected. Of the four undetected rapes the suspect is known in 3 cases. Sexual assaults have increased by 1 as have exposure offences.

Crime Squad officers were deployed on Op Blitzen – "to make dynamic assessments concerning violence, disorder and potential licensing breaches to assist the directing of the uniformed response and licensing visits conducted by them". They were also deployed on Op Port – illegal taxi touting operation; research suggests there is a link between unlicensed cabs and sexual offences.

Crime Assistance Vehicle (CAV) car continues to operate Weds to Sat night and has responsibility to attend all crimes scenes relating to violent offences. All violent offences are investigated by officers from the CID office who in turn liaise with Licensing where applicable.

Approval has been given for £20k to facilitate additional enforcement work by the Licensing Team. They will look to prosecute licensees who serve alcohol to those patrons who are already intoxicated.

Money allocated to facilitate additional enforcement work by the Licensing Team has resulted in 3 Covert operations taking place in December which has resulted in information being passed to the Licensing Authority for possible prosecutions and some good intelligence being gained. The knowledge by licensees that covert operations were taken place has had a knock on effect with many premises tightening up on procedures.

Support Group continue to be tasked on Friday and Saturday nights with visiting the top Ten Licensed Premises linked to disorder; Top Ten and Top Twenty Licensed Premises have also been subject to dedicated extra patrols.

Measure	Traffic Light
12. To reduce levels of victim based theft compared to 2011-12	**GREEN**

Performance

April - December 2012: 2824 offences recorded (April – December 2011: 3035)

At the end of December the force has a 7.0% (-211) reduction in victim based acquisitive crime and is 7.0% (-214) below target. It is anticipated that between a 6 and 9% crime reduction could be reached by the end of March 2013. The force continues to see large reductions in theft of pedal cycle (-131), shoplifting (-103), and vehicle crime (-22).The YTD reduction has fallen slightly compared to last month (8.9%) this is due to an increase in the number of crimes recorded in December (291) compared to the same month last year (260).

Total Victim Based Acquisitive Crime

2011/12   2012/13
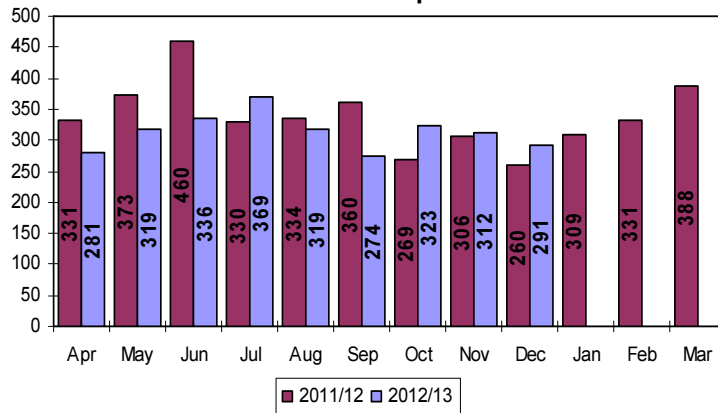
An average of 409 crimes can be recorded per month to achieve an end of year crime reduction. This is much higher than the level recorded in any month so far this year.

Victim Based Aquisitive Crime - rolling 12 Month Trend
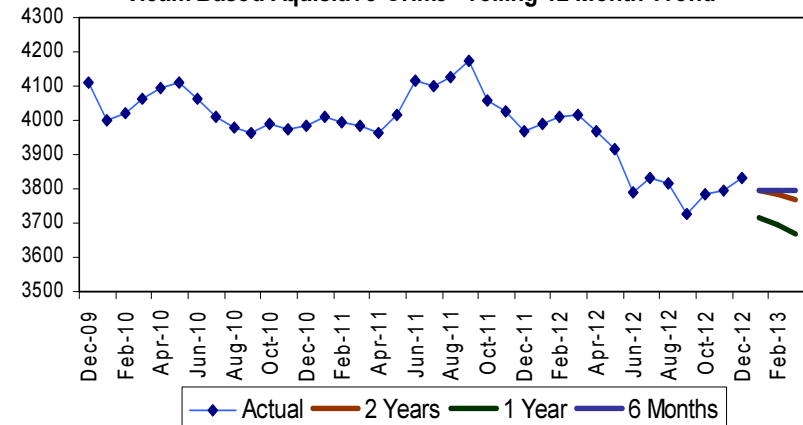
Actual   2 Years   1 Year   6 Months

Trends based on between 6 months and 2 years data indicate that the force will end the year above target at between 3670 and 3800 offences.

To reduce levels of victim based theft compared to 2011-12 (continued)

Theft from Person has been monitored over the last few months due to increasing trends in the surrounding MPS Boroughs. Although levels increased in October (39) and November (30), only 17 offences were recorded in December compared to an average of 26 for the previous 12 months. As the trends still appear to be increasing in the surround MPS boroughs this will continue to be monitored.

Burglary Non Dwelling continues to increase with 281 offences recorded compared to 211 last year (+70). 32 crimes were recorded in December 2012 compared to 11 in December 2011. This is the highest number since a peak in the summer (50). It is anticipated that there will be a financial year increase in this category although it should not affect the overall acquisitive crime reduction target.

Theft Other currently accounts for 49.6% of the total victim based acquisitive crime. Although the YTD increase is only 2 more crimes than last year, it is a different position to the 36 fewer reported last month. 159 crimes were recorded in December compared to 131 the same month last year. During December Theft Other most frequently occurred on a Friday evening (large proportion in Licensed Premises) however there was a relatively low number committed between December 24th and 31st. Theft Other has been showing some increase over the last quarter.

Theft from Licensed Premises continues to increase in December with 107 offences recorded. This number of offences recorded has been increasing each month for four months making the YTD total 733 compared to 606, a 21.0% (+127) increase compared to last year.

CID teams given specific SPOC responsibilities in order to target offenders engaged in burglaries/gym thefts/robberies/motor vehicle crime. Operation Star continues to run; plain clothes officers are deployed to cafes/licensed premises and restaurants; use of decoy handbag or mobile phone used. Early intervention tactics undertaken to avoid commission of a victim based acquisitive offence; Crime Prevention Officer tasked with visiting top 20 problem premises for theft to offer advice and surveys. Operation Spinetail continue to investigate offences relating to cafes, restaurants and licensed premises.

Burglary SPOC now has access to PINS and monitors movements of top 25 x offenders. Once release date is confirmed, a visit is arranged to discourage reoffending. Daily Burglary Briefing in operation to notify officers on division of potential offenders or known offenders being released from prison.

Roads Policing

Measure	Traffic Light
13. To reduce the number of collisions resulting in injury compared to 2011-12	**GREEN**

Performance	**April-December 2012: 321 (accident reports received in CJU by 10th January 2012)** April-December 2011: 336 27 collisions involving injury were recorded in December, compared to 32 in December 2011. 321 collisions have been recorded since April. For the first time since June the force has regained a within year to date target position. Achievement of the target remains realistic.

Injury Collisions Monthly

Legend: ☐ 2011/12 ■ 2012/13

Month	2011/12	2012/13
Apr	28	36
May	31	43
Jun	34	28
Jul	38	48
Aug	44	33
Sep	39	35
Oct	47	35
Nov	43	36
Dec	32	27
Jan	25	
Feb	38	
Mar	32	

Injury Collisions FYTD

Month	2011/12	2012/13
Apr	28	36
May	59	79
Jun	93	107
Jul	131	155
Aug	175	188
Sep	214	223
Oct	261	258
Nov	304	294
Dec	336	321
Jan	361	
Feb	399	
Mar	431	

Legend: ☐ 2011/12 ■ 2012/13 — Target — Trend
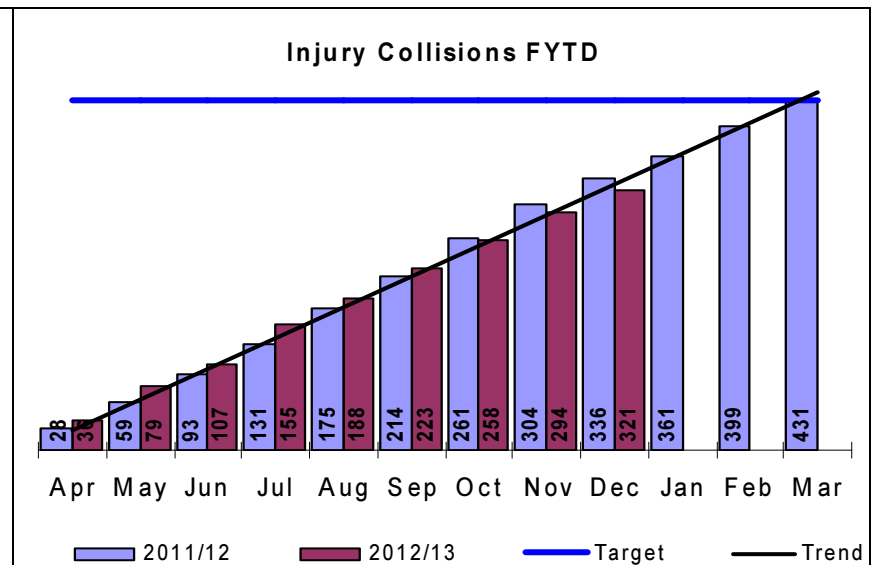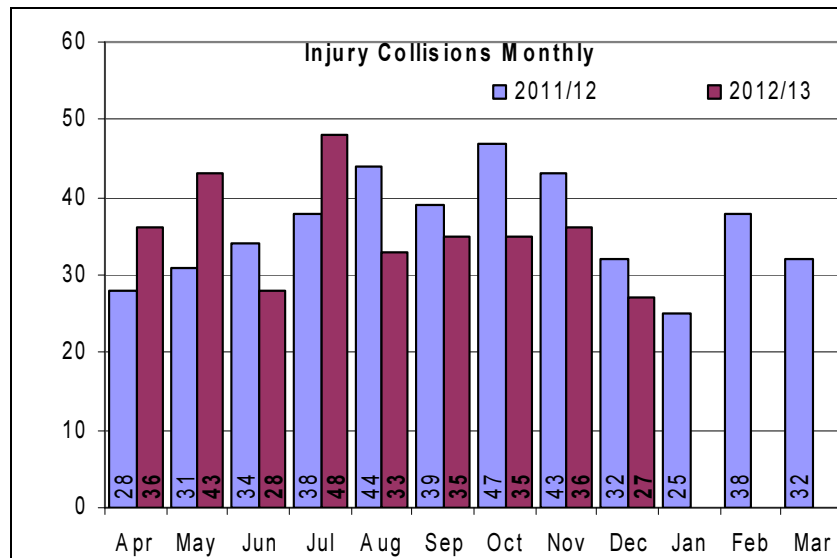
NOT PROTECTIVELY MARKED

To reduce the number of collisions resulting in injury compared to 2011-12 (continued)

December 2012 there are 20 casualties (5 Serious and 15 Slight) recorded on CRS as a result of 20 reported collisions which is less than the 24 reported collisions and 32 casualties recorded in 2011 and similar to the 20 reported collisions and 21 casualties in 2010.

CRS does not have the Pedestrian Fatal that occurred on Friday 21st recorded.

Recorded Pedestrian Casualties at 2 (both Serious) in December 2012, is below the average of 9 (7 Slight in 2011, 1 Serious and 5 Slight in 2010, and 1 Serious and 14 Slight in 2009) for the previous 3 years.

Cyclist casualties at 9 (2 Serious and 7 Slight) are above the average of just over 7 (1 Serious and 8 Slight in 2011, 3 Serious and 3 Slight in 2010, and 7 Slight in 2009) for the previous 3 years.

Motorcyclists casualties at 7 (all Slight) is above the average of 4 (4 Slight in 2011, 3 Slight in 2010, and 5 Slight in 2009) for the previous 3 years.

Measure	Traffic Light
14. To increase the number of uninsured vehicles seized compared to 2011-12	**GREEN**

Performance	**Baseline insurance seizures 2011/12: 333 (253 for no insurance and 80 for no insurance AND no driving licence), monthly average 27.75** **The total of uninsured vehicles to date is 298 against a profile of 249.** **Finance Profile = £52,515 with an actual of £74,123**

Month	No Insurance	Ins & No D/L	Total	2012 Total	2011 Total = Target
April	13	10	23	**23**	28
May	24	2	26	**49**	55
June	21	6	27	**76**	83
July	24	9	33	**109**	111
August	30	10	40	149	139
September	41	14	55	204	166
October	16	8	24	228	194
November	30	4	34	262	222
December	26	10	36	298	249
January					277
February					304
March					333

There were a total of 46 vehicles seized in December. In addition to the figures above there were a further 7 seized for No D/L and 3 "other". Of the 46, 20 were seized as a direct result of ANPR activation.

Measure	Traffic Light
15. To increase the number of cyclists referred to the Capital Cycle Safe Scheme (CCSS) compared to 2011-12.	**GREEN**

Performance

2011-12 Baseline = 128
Monthly profile = 95
Actual = 147

Month	Tickets issued 2011/2012	Course Completed 2011/2012	% completed 2011/2012	Profile	Tickets issued 2012/2013	Total	Total Courses Completed 2012/2013	% completed 2012/2013
April	16	13	81%	10.5	3	3		
May	16	12	75%	21	33	36		
June	9	2	22%	32	5	41		
July	6	5	83%	42	8	53		
August	5	3	60%	53	34	86		
September	19	14	74%	63	14	100		
October	9	2	22%	74	24	124		
November	19	9	47%	84	5	129		
December	11	3	27%	95	18	147	101	69%
January	4	1	25%	106				
February	6	2	33%	117				
March	8	8	100%	128				
	128	74	58%	128			-	

NOT PROTECTIVELY MARKED

Responding to the Community	
Measure	**Traffic Light**
16. To ensure at least 85% or more crime victims and those reporting antisocial behaviour satisfied with the way police handled their case (whole experience)	**GREEN**
Performance	**Baseline Figures for whole of 2011/12:** People reporting Antisocial Behaviour (ASB): 92.3% satisfied Victims of Crime (VoC): 88% satisfied Q1: Victims of crime: 87.9% satisfied. 153 out of 174 respondents expressed satisfaction with the service received. People reporting ASB: 94% satisfied. 47 out of 50 respondents expressed satisfaction with the service received. Q2: Victims of crime: 87.4% satisfied. 152 out of 174. People reporting ASB: 90% satisfied. 36 out of 40. Q3: Victims of Crime 81.4% satisfied. 136 out of 167. People reporting ASB: 95.2% satisfied. 40 out of 42. Satisfaction with Whole Experience for VoC has fallen each quarter since Q4 of 2011/12 (90.4%) to 81.4%. The number of people expressing dissatisfaction with the overall service provided has risen from 5% (9 people) to 11% (18 people). Initial findings suggest the main source of dissatisfaction is with Actions Taken (79% satisfaction, 22 people dissatisfied), Investigation (74% satisfaction, 26 people dissatisfied), and Follow Up (81% satisfaction, 17 people dissatisfied). 5 people answered that they felt discriminated against – one of these was on the grounds of race. A full report will be presented to February's PMG. ASB has regained a high satisfaction rate at 95.2%. At the end of Q3 both VoC and ASB remain above the 85% target, but Q4 will require at least 82% satisfaction for VOC if the 85% end of year target is to be achieved.

Measure	Traffic Light
17. To ensure at least 80% of City street population surveyed who expressed a view consider the police in the City of London are doing a good or excellent job	**GREEN**
Performance	Q1: 90.4% (150 out of 166) respondents to the survey expressed the view that the police were doing a good or excellent job. Q2: 93.1% (149 out of 160) respondents to the survey expressed the view that the police were doing a good or excellent job. Data for quarter 3 has not yet been analysed.

Measure	Traffic Light
18. To respond to at least 95% of 999 calls within 12 minutes	**GREEN**
Performance	1365 out of 1401 (97.4%) incidents in the City between April and December and graded for immediate response were attended within 12 minutes. The response rate for December was 97.2% (140 out of 144 incidents). Over the last 12 months the Force has consistently achieved this target.

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Committee(s): Police Performance and Resource Management Sub-Committee	Date(s): 8th February 2013	
Subject: Policing Plan Targets for 2013-14		**Public**
Report of: Commissioner of Police POL 10/13		**For Information**

Summary

1. This report presents for Members' information those Policing Plan targets adopted for 2013-14. The measures were agreed by Members at the Policing Plan workshop meeting on 18th January 2013 subject to some minor amendments, all of which have been incorporated within the final measures.

2. Attached at Appendix 'A' is a document that provides an overview of each target, and which includes the rationale for its adoption, baseline performance information against which levels have been set and how it will be reported.

3. The measures agreed by Members are:

CT Measure 1- To increase the number of engagements with the community aimed at deterring people supporting terrorism or violent extremism (*new measure*)

CT measure 2 - To ensure all relevant plans for business development within the City of London are subject to consultation and scrutiny by the Counter Terrorism Architectural Liaison team (*existing measure*)

CT Measure 3- To deploy intelligence led, high visibility policing operations to counter the terrorism threat and to reassure the public (*new measure*)

CT Measure 4 -To ensure that at least 90% of people surveyed consider the City of London Police is prepared and capable of policing the terrorist threat effectively (*new measure*)

EC Measure 1-To increase the number of government and industry sectors providing economic crime data to the National Fraud Intelligence Bureau (*new measure*)

EC Measure 2 -To increase quantity and quality of fraud prevention products disseminated by the National Fraud Intelligence Bureau (*new measure*)

EC Measure 3- To disrupt the top 10 organised crime groups causing the greatest harm (*amended existing measure*)

EC Measure 4 -To ensure that at least 90% of fraud victims are satisfied with the service provided (*new measure*)

EC Measure 5- To increase by 10% the number of police officers, public sector and private sector fraud investigators trained by the Fraud Academy (*new measure*)

EC Measure 6- To conduct reviews of investigations, to inform Fraud Academy training courses and best practice toolkits (*new measure*)

PO Measure 1- To meet all national requirements for public order mobilisation in support of the Strategic Policing Requirement (*new measure*)

PO Measure 2- To deliver ongoing organisational improvements and development relating to public order deployments (*new measure*)

PO Measure 3 - To ensure at that least 85% of residents and businesses are satisfied with the information received in relation to pre-planned events (*amended existing measure*)

CR Measure 1- To reduce levels of victim-based violent crime compared to 2012-13 (*existing measure – year change only*)

CR Measure 2- To reduce levels of victim-based acquisitive crime compared to 2012-13 (*existing measure – year change only*)

RP Measure 1- To support the City of London Corporation's casualty reduction target through enforcement and education activities (*new measure*)

RP Measure 2- To increase the number of uninsured vehicles seized and unlicensed drivers apprehended compared to 2012-13 (*amended existing measure*)

RP Measure 3 - To increase the number of referrals to the Safer Cycle Scheme and the Driver Alert Scheme compared to 2012-13 (*amended existing measure*)

ASB Measure 1- To ensure that at least 90% of those reporting antisocial behaviour are satisfied with the way the police handled their case (*amended existing measure*)

ASB Measure 2- To reduce the average annual number of rough sleepers in the City of London (*new measure*)

ASB Measure 3- To actively promote, with partners, effective stewardship and crime prevention activities within licensed premises (*new measure*)

ASB Measure 4 - To run intelligence led operations to target threats associated with the night time economy (*new measure*)

Satisfaction Measure - To ensure at least 85% of the City's street population surveyed consider the police in the City of London are doing a good or excellent job (*amended existing measure*)

Response Measure - To respond to at least 95% of 999 calls within the national target time of 12 minutes (*amended existing measure*)

Recommendation

It is recommended that your Sub Committee receives this report and notes its contents.

Main Report

Background

1. This report presents for Members' information those policing plan measures and targets adopted for 2013-14. Performance against the targets will be reported quarterly to your Performance and Resource Management Sub-Committee.

2. Work on reviewing the targets started in October 2012 through a series of meetings held with Directorate Heads and chaired by the Assistant Commissioner and the Commander. The initial review involved:

   - assessing the extent to which the current Policing Plan targets could be carried forward on the basis that they remained relevant to the delivery of the emerging policing plan priorities;
   - if measures were to be carried forward, the extent to which they remained suitably challenging to drive performance in a particular area; and
   - exploring options for completely new targets where necessary.

3. Subsequent meetings concentrated on refining the measures and ensuring there was a robust rationale for adopting a particular measure and that it could be measured adequately and reported against.

Current situation

4. The document appended to this report at Appendix 'A' provides Members with an overview of each target that includes the rationale for its adoption, baseline performance information against which levels have been set and how it will be reported.

5. The measures were agreed by Members at the second Policing Plan workshop meeting held on 18th January 2013, subject to some minor amendments being made to EC Measure 6, ASB Measure 4 and the two measures supporting satisfaction and response. Those amendments have been made and are reflected in the document appended to this report.

6. The measures will form part of the Policing Plan that will be submitted for final approval to your Grand Committee on 15th February 2013.

Recommendation

7.   It is recommended that your Sub Committee receives this report and notes its contents

Background Papers:

▪   **Appendix "A"** Policing Plan Measures and Targets 2013: Rationale and background information for measures

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Policing Plan Targets and Measures

2013

Rationale and background information for measures

INTRODUCTION

This document proposes measures that have been developed to support delivery of the Policing Plan 2013-16. It provides the rationale for the priorities and the supporting measures which appear in the plan.

A summary of the proposed measures appears immediately below. Each measure is then presented in more detail, along with current (and past where available) performance information. The priorities and measures follow the same order as they appear in the policing plan.

Summary of Measures

Protect the City of London from terrorism and extremism

CT Measure 1- To increase the number of engagements with the community aimed at deterring people supporting terrorism or violent extremism

CT measure 2 - To ensure all relevant plans for business development within the City of London are subject to consultation and scrutiny by the Counter Terrorism Architectural Liaison team

CT Measure 3- To deploy intelligence led, high visibility policing operations to counter the terrorism threat and to reassure the public

CT Measure 4 -To ensure that at least 90% of people surveyed consider the City of London Police is prepared and capable of policing the terrorist threat effectively

Protect the City of London and UK from fraud

EC Measure 1-To increase the number of government and industry sectors providing economic crime data to the National Fraud Intelligence Bureau

EC Measure 2 -To increase quantity and quality of fraud prevention products disseminated by the National Fraud Intelligence Bureau

EC Measure 3- To disrupt the top 10 organised crime groups causing the greatest harm.

EC Measure 4 -To ensure that at least 90% of fraud victims are satisfied with the service provided

EC Measure 5- To increase by 10% the number of police officers, public sector and private sector fraud investigators trained by the Fraud Academy.

EC Measure 6-To conduct reviews of investigations, to inform Fraud Academy training courses and best practice toolkits.

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Respond effectively to public disorder

PO Measure 1- To meet all national requirements for public order mobilisation in support of the Strategic Policing Requirement

PO Measure 2- To deliver ongoing organisational improvements and development relating to public order deployments

PO Measure 3 - To ensure at that least 85% of residents and businesses are satisfied with the information received in relation to pre-planned events

Reducing crime

CR Measure 1- To reduce levels of victim-based violent crime compared to 2012-13

CR Measure 2- To reduce levels of victim-based acquisitive crime compared to 2012-13

Improve road safety

RP Measure 1- To support the City of London Corporation's casualty reduction target through enforcement and education activities

RP Measure 2- To increase the number of uninsured vehicles seized and unlicensed drivers apprehended compared to 2012-13

RP Measure 3 - To increase the number of referrals to the Safer Cycle Scheme and the Driver Alert Scheme compared to 2012-13

Antisocial Behaviour

ASB Measure 1- To ensure that at least 90% of those reporting antisocial behaviour are satisfied with the way the police handled their case.

ASB Measure 2- To reduce the average annual number of rough sleepers in the City of London

ASB Measure 3- To actively promote, with partners, effective stewardship and crime prevention activities within licensed premises

ASB Measure 4 - To run intelligence led operations to target threats associated with the night time economy

Satisfaction and Response

To ensure at least 85% of the City's street population surveyed consider the police in the City of London are doing a good or excellent job

To respond to at least 95% of 999 calls within the national target time of 12 minutes

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Priority – **Counter Terrorism**

Reason for priority

1.1 The Strategic Assessment (SA) notes that although whilst the threat from international terrorism appears to have reduced, as with the threat from domestic extremism, the City of London remains a primary target from both Irish and international terrorism. This is principally due to its reputation as one of the world's foremost financial hubs and its importance nationally and globally in financial and cultural terms. The threat level for the UK remains at Substantial (having reduced from Severe in July 2011), indicating there remains a strong possibility of an attack.

1.2 The central message from the SA is that the threat from terrorism in an environment like the City is such that the protection of the City has to remain one of the Force's principal priorities. It also ensures that the Force is addressing its obligations in this area to support the Strategic Policing Requirement.

1.3 Last year, the principal CT measure centred on maintaining "Ring of Steel" patrols at a level commensurate with threat levels. That target has not been continued for 2013 onwards, although the information will still be collated, monitored and reported to PMG. A commitment to the Ring of Steel will be articulated within the text of the policing plan. The measures that are proposed do, however, cover the breadth of CT activities and focus on the Prevent Strategy, the future proofing the City against attack, the business community and the wider community's confidence that the Force is prepared and capable of dealing effectively with a terrorist or major incident.

> **CT Measure 1** – **To increase the number of engagements with the community aimed at deterring people supporting terrorism or violent extremism**

1.4 **Reason**: Prevent is a key pillar of the Government's Counter Terrorism strategy (Contest). It seeks to highlight those people who are vulnerable to or are on the path towards violent extremism. Through national Prevent arrangements a referral process is in place to provide assistance to such people. A Prevent engagement is defined nationally as an interaction with individuals, groups or institutions where the Prevent agenda is specifically briefed or discussed. Examples of engagements include: - a Prevent stand at university Freshers' week highlighting the Prevent agenda; presentations to youth clubs regarding Prevent; interaction with company HR and IT departments about Prevent and methods of reporting suspicious behaviour.

1.5 **Baseline Information:** CoLP delivered 49 events that fulfilled the criteria for Prevent engagements during 2012 (1st January to 29th November 2012). These involved residential, business and student communities. A target of 4 engagements per month represents a challenging increase on last year's performance but is realistic as our Prevent capability and network of engagement increases.   No data was recorded prior to 2012.

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1.6 **How it will be measured/reported**: All engagements are reported to the Prevent coordinator. These are recorded and reported to the National Prevent Delivery Unit (NPDU) on a quarterly basis. Engagements are undertaken by Prevent staff within SB and also designated staff within Wards policing. Data will be supplied monthly to PMG by the CT department.

CT Measure 2 – **To ensure all relevant plans for business development within the City of London are subject to consultation and scrutiny by the Counter Terrorism Architectural Liaison team**

1.7 **Reason**: This measure is carried forward from 2012-13. It supports a key area of prevention work in counter terrorism. The term *'design out crime and terrorism'* is a well recognised one that is used by the Force and its partners and is generally well understood. 'Designing out' vulnerabilities from terrorism, extremism and crime are part of CT's core business and reflect the responsibilities of the Counter Terrorism Security Advisors (CTSA) and the Architectural Liaison Officer (ALO) team. It assists in future proofing the City against attack. An additional element is being introduced, which is to develop a mechanism for assessing the impact of the feedback provided by the Force. That information will be collated over the course of the year with a view to setting a target based on quality/satisfaction at the next target review.

1.8 The word *relevant* is included to reflect the fact that the Barbican, for example, is a Grade 2 listed building and minor structural and cosmetic changes require the submission of a plan. The Force would not comment on these in the normal course of business. However, criteria are formally established confirming that the Force will scrutinise all development plans for new builds and major refurbishments.

1.9 "Relevant" applications that are referred for ALO consultation are:

- · Office and commercial developments
- · Housing developments
- · Major retail and leisure developments (not individual units within existing premises)
- · Public open space or landscaping
- · Other developments as from time to time agreed between the Planning Department and the ALO

1.10 **Baseline Information**: The City of London Corporation's Planning Department identifies relevant applications and the ALO reviews each one. During 2011 (current year's data is overleaf) it reviewed all 46 relevant applications. Many of these are lengthy and can result in planning conditions being proposed through formal statements by the ALO. It is a complex, multi stakeholder process, not merely a paper review.

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Current position (Financial year to date)

Month	April	May	June	July	Aug	Sept	Oct
YTD Total consultation given	4	7	11	15	19	22	23
Traffic Light	Green	Green	Green	Green	Green	Green	Green
Development Plans submitted within month	4	3	4	4	4	3	1
Reviewed Plans (no advice required)	0	0	0	0	1	1	0
Reviewed Plans (written advice provided)	4	3	4	4	3	2	1
Trend	→	↑	↑	→	↑	↑	→

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1.11 **How it will be measured**: the table above illustrates how the information will be reported to PMG. Data will be supplied monthly by CT.

CT measure 3 – To deploy intelligence led, high visibility policing operations to counter the terrorism threat and to reassure the public

1.12 **Reason**: The Government's Counter Terrorism strategy, 'CONTEST', tackles the terrorist threat through various strands, the 'Protect' element strengthening our protection against terrorist attacks in the UK and reducing vulnerability. The Threat level remains at Substantial, indicating a strong possibility of an attack and the Force Strategic Assessment demonstrates that the City of London still remains a primary target from both Irish and International terrorism. The unique environment of the City and its high concentration of critical and iconic sites makes it an attractive target for terrorists and the nature of the threat is diversifying, often in response to events across the world. Our continued intelligence led approach to daily high visibility policing deployments is key to protecting the City of London. City of London Police will continue to work with our partners to assess the level and nature of threat posed and will analyse the results of our tactical deployments and resultant intelligence. Key activity will continue to be taken in relation to intelligence and enforcement and this particular protective activity aims to detect, deter and disrupt those individuals, who may be motivated by extreme ideologies, intent on causing harm to others.

1.13 Historically the Force has used a six weekly Counter Terrorism tasking and coordination process which has considered the most recent Intelligence and information to inform the timing, location and nature of the tactics to be deployed. Intelligence from partner agencies, analysis of Operation Lightning (Hostile Reconnaissance) reports, forthcoming evenst and the overall level and nature of the

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terrorist threat are among the factors considered in determining the policing response to mitigate the threat. Tactics include a broad range of options including;

- Control Room activity utilising the CCTV and Automatic Number Plate Recognition technology around the City in order to identify any suspicious behaviour and coordinate an appropriate and proportionate policing response.

- Directed Patrols, both armed and unarmed, and in vehicles and on foot, focused around iconic, vulnerable, and critical sites.

- 'Entry Point' Policing, targeting vehicles entering the City of London through the 'Ring of Steel',

- Uniformed patrols, delivering Ct patrols directed to specific locations including crowded places

1.14   All staff and officers employed in these bespoke Counter Terrorism tactics are briefed in advance regarding the current threat picture and intelligence and the tactical delivery of these options is reviewed daily through the Daily Management Meeting and can be refined in response to new intelligence or local incidents.

1.15   2013 sees the introduction of a more holistic approach to tasking and coordination within the City of London police and Counter Terrorism taskings will be considered as part of a single Force process as opposed having a separate mechanism. This will allow a more effective use of resources and the governance of the Daily Management Meeting will remain and will allow tactics to be revised in response to any emerging intelligence or information.

1.16   The use of specially trained Behavioural Detection Officers as part of a bespoke high visibility policing deployment is a new concept being introduced by the City of London Police. These tactics are designed to identify suspicious behaviour by creating an environment (that raises the anxieties of those worried about being detected because they are criminals or have criminal intent. Behavioural Detection Officers (BDOs) are trained to firstly establish what is normal for their environment and then look for deviations from this baseline.

1.17   Training also includes an emphasis on specific behaviours often displayed by attackers; those engaged in hostile reconnaissance and general suspicious behaviour indicators.   Finally, it addresses a new approach to resolving concerns about identified individuals through a rapport-based elicitation of information. The Force has recently carried out a three-week trial of BDO activity and it is anticipated that this will form part of business as usual from next year.

1.18   This new approach involves a more effective and strategic co-ordination of existing CoLP resources to deter and detect hostile reconnaissance. This tactic aims to not only deter the selection of the City as a terrorist target, but also result in a reduction in wider crime and allows for a more flexible and variable approach.

1.19   **Baseline Information**: The current minimum level of dedicated, Counter Terrorism deployments comprises eight Entry Points policed three times each throughout the day, dedicated high visibility patrols in specific geographical areas including iconic and critical sites as well as the vicinity of rail stations and crowded /night time economy venues.

1.20   The Force Tactical Firearms Group is required to deliver at least 90% of its deployment time on a combination of armed vehicle and foot patrols and CCTV/ANPR operators within the Force Command & Control Centre also have a commitment to counter terrorism.   These deployments are recorded on the Force Sharepoint system, as are the numbers of intelligence reports generated, the number of people and vehicles stopped, searched and the outcome of these interactions.

1.21   The use of BDO operations has been found to produce a higher success rate than traditional policing methods. Various studies, carried out in London with both police and civilian screening staff, consistently show that about 25% of BDO stops lead to an outcome such as an arrest or caution. Traditional methods typically generate less than 5% positive outcomes. During the three week trial of BDO operations within the City of London during December 2012 a success rate of around 25% was achieved and this figure is proposed as a target for BDO operations.

1.22   **How it will be measured/ reported**: The number and nature of deployments will be reported monthly to PMG and measured against the minimum number of operations tasked. UPD will continue to record the level of high visibility CT specific policing activity on Sharepoint .

1.23   Early indications are that the BDO trial has shown significant successes and is likely to be recommended as being adopted as a regular uniformed policing tactic. The measure of successful outcomes against the 25% target represents a qualitative measure that has, until now, been absent.

1.24   The BDO trial included a comprehensive corporate communications package and the capture of feedback from members of the public. These showed that the majority of people who were asked found the tactic reassuring. It is proposed that future similar surveys will be carried out and the use of trained tactical engagement officers on these operations will proactively seek feedback from the public. Corporate Communications department will conduct periodic media campaigns and feedback will be collated.

1.25   All of the above will be coordinated under the direction of Supt UPD, responsible for the tactical delivery. All related intelligence reports will be assessed by Special Branch / Counter Terrorism Section to ensure compliance with local and national CT Operations (Operation Lightning, hostile reconnaissance; Operation Trammel, use of forged/false documents to facilitate terrorism, and Operation Camion, the terrorist use of liveried vehicles). All intelligence gained will be assessed and appropriately investigated. The Supt CT will coordinate the latter and both areas

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will report to PMG and will also be subject of a higher-level quarterly report to Police Committee.

CT measure 4 – To ensure that at least 90% of people surveyed consider the City of London Police is prepared and capable of policing the terrorist threat effectively

1.26 **Reason:** For 2012-13 the Force adopted a similar target, which focused on attendees at Griffin[1] and Argus[2] events. The Force performed well against that target, and it is proposed to continue with a qualitative measure that focuses on a broader audience. Both Argus and Griffin are key elements of the Force's overall aim to reduce the risk from terrorism. Feedback from both events is crucial to improving how the Force performs in this area and consequently how confident the City's community is in the Force's ability to deal with a terrorist or major incident.

1.27 To be able to gauge the extent to which the Force is succeeding in demonstrating its preparedness to deal with a terrorist incident, it is proposed to introduce a new target that assesses confidence in the wider community and not just those who have received an Argus or Griffin briefing or have just attended a specific event. This measure will highlight what work needs to be done to ensure that the community feels reassured that the Force is capable and prepared to deal with the threat from terrorism

1.28 **Baseline Information**: Baseline 2011-12: There were on average 12 Griffin events per year, although for 2012-13 this was reduced to 8 due to Olympic and Paralympic Games commitments. Argus events usually averaged around 30 per year. With regard to Griffin events, over the course of 2011-12, the Force recorded an average level of 97% of people expressing confidence in the City of London Police's capability to deal effectively with a terrorist or major incident. Last year's target was of 85% of delegates confident in the Force's ability to deal with a terrorist or major incident due to the inclusion of Argus events in the measure, which had not previously been benchmarked and its impact on Griffin performance had not been assessed at that time. 90% is therefore considered to incorporate an element of stretch.

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[1] **Project Griffin** is an internationally renowned partnership project that brings together the Police and private security guards to provide awareness and protective security to prevent and prepare for the consequences of terrorist incidents. It is widely accepted as good practice and has recently been adopted nationally by the National Counter Terrorism and Security Office (NaCTSO). It is a key tactic in the Force's objective of keeping the City safe from terrorism

[2] **Project Argus** (**A**rea **R**einforcement **G**ained **U**sing **S**cenarios) is a NaCTSO initiative which aims to help businesses to prevent, prepare for, handle and recover from a terrorist attack.

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ARGUS BASELINE INFORMATION

Month	April	May	June	July	Aug	Sept	Oct	Nov
Month Achievement	No data	No data	93%	97.6%	-	98%	100%	95.5%
Traffic Light	-	-	Green	Green	-	Green	Green	Green
# Argus Seminars	3	2	7	5	0	2	2	2
Percentage Change	-	-	N/A	4.6%	-	0.4%	2%	-4.5%
Trend	-	-	N/A	↑	-	↑	↑	↓
YTD Average	-	-	93%	95.3%	-	96.2%	97.15%	96.82%

GRIFFIN BASELINE INFORMATION

Month	April	May	June	July	Aug	Sept	Oct	Nov
Month Achievement	99%	99%	-	96%	-	-	96%	95%
Traffic Light	Green	Green	Green	Green	-	-	Green	Green
# Griffin Seminars	1	1	0	1	0	0	1	1
Percentage Change	N/A	0	-	-3%	-	-	0	-1%
Trend	N/A	→	-	↓	-	-	→	↓
YTD Average	99%	99%	-	98%	-	-	97.5%	97%

BASELINE INFORMATION, GENERAL SURVEY RESULTS: Data supplied by PIU.

On a scale of 0 to 10 (where 0 is not at all confident and 10 is completely confident), how confident are you that City of London Police can effectively police Counter Terrorism?

Rating	Q3 2011/12	Q4 2011/12	Q1 2012/13	Q2 2012/13	Total	Percentage
0	0	0	0	0	0	0.0%
1	0	0	0	0	0	0.0%
2	1	1	0	0	2	0.3%
3	1	0	0	1	2	0.3%
4	0	0	2	1	3	0.5%
5	12	4	7	5	28	4.7%
6	8	18	4	7	37	6.2%
7	22	22	17	13	74	12.3%
8	45	50	70	52	217	36.2%
9	31	22	39	49	141	23.5%
10	21	32	21	22	96	16.0%
Total	141	149	160	150	600	100.0%

7+	84%	85%	92%	91%	88%
8+	69%	70%	81%	82%	76%

1.29 The above table shows the current percentages of people's levels of confidence that the Force can effectively police counter terrorism. The proposed target has been set based on those that record a level of 7+ (based on 0=no confidence and 10=completely confident)

1.30 **How it will be measured/reported**: Data will be supplied by PIU based on questions asked in quarterly surveys. It will, therefore, be reported to PMG quarterly. Projects Griffin & Argus will continue to utilise feedback sheets, although for 2012. The CT section is developing a mechanism to capture levels of satisfaction in relation to engagement with the business community. Currently much of this is not captured and feedback is informal or a personal basis. All performance from the CT section will be submitted to PMG.

2   Priority – Economic Crime

Reason for priority

2.1 The Strategic Assessment states explicitly that the threat to the UK from economic crime is serious and becoming increasingly complex. In 2012 the National Fraud Authority published the annual fraud indicator estimating the cost of fraud to the UK economy to be the region of £73bn. For an environment such as the City of London reputational damage can result in direct financial loss, which impacts on the confidence in the 'UK plc'.

2.2 Fraudsters use increasingly complex methods and the latest, sometimes emerging, technologies to commit their crimes. Unlike other "traditional criminality" therefore, those committing frauds are not limited by physical proximity to their victims. It also means such criminality can be extremely difficult to detect and disrupt.

2.3 Given the amount of money at risk from economic crime it is not surprising that highly organised crime groups play an expanding and diversifying role in economic crime. Technological innovations which seek to improve customers' experience of banking or transacting money provides new opportunities for such groups to exploit weaknesses.

2.4 Protecting the City of London and the UK from the risk posed by economic crime has to be a fundamental priority for the Force. Given the Force's national role in combating fraud, the additional funding it receives for this and the expectations that are an inherent part of that, has to affirm that position.

> **EC Measure 1** – **To increase the number of government and industry sectors providing economic crime data to the National Fraud Intelligence Bureau**

2.5 **Reason:** NFIB's *KnowFraud* database is already the primary source of intelligence for the UK's National Strategic Assessment. However, there are a number of significant gaps in existing data including insurance and tax fraud. Increasing the pool of

organisations providing crime data to the NFIB will improve the accuracy and validity of strategic products supplied by the NFIB.

2.6 **Baseline information:** The NFIB currently has 32 data feeds which cover the following 12 sectors:

- Police / law enforcement
- Retail
- Banking (payments)
- Asset Finance
- Company Registration and Regulation
- Land Registry
- NHS
- Postal
- Telecommunications
- Trading Regulators
- Vehicle Trading
- Travel industry

2.7 **How it will be measured/reported**: This information will be supplied quarterly by the National Fraud Capability Project Team.

EC Measure 2 – **To increase quantity and quality of fraud prevention products disseminated by the National Fraud Intelligence Bureau**

2.8 **Reason**: Disrupting fraud enablers is the most cost effective means of reducing the financial harm caused by fraud. Such enablers include bank accounts used to accept stolen money, e-mail addresses used by fraudsters and bogus websites that promote fictitious investment products. Although there is a disparity between the financial values of fraud prevented by disrupting different types of enablers, it is an aspiration of the National Lead Force (NLF) to 'industrialise' the disruption process; more individual activities will correlate with greater amounts of fraud disrupted.

2.9 **Baseline Information:**

Quantity (Volumetric)
Figure based upon the average volume over the first three quarters – the average has been used as a projected volume for Q4)
Baselines: Number of alerts disseminated in 2012/2013 = 1026.
Number of intelligence disseminations in 2012/2013 = Intelligence Summaries = 756, Initial Profiles = 79, Analytical Products = 43. TOTAL Intelligence disseminations = 878
Number of disruption requests 2012/2013 (websites, phones, bank accounts)
Websites = 498, Phones = 329, Bank Accounts = 394, TOTAL Tech Disruptions = 1221
Total = 3125 (to be divided between 12 (calendar months)

Quantitative (survey based)
This will be measured by 'Survey Monkey' responses: increasing the number instances where the alert has a positive action. A positive action is when one or more of the following are selected:

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- An alert or warning action is sent out to their customers/stakeholders/community
- Suspension or removal of an account or other exploitable facility
- Enforcement action (Civil or Criminal)
- Change in policy / strategy and in their business

Baseline is 90% (based on a survey of 32 respondents)
Please note only 6 months data was available so baseline is data x2.

2.10 **How it will be measured/reported**: The NFIB will supply this information to the National Fraud Capability Project Team on a monthly basis.

EC Measure 3 – **To disrupt the top 10 Fraud organised crime groups causing the greatest harm.**

2.11 **Reason**: Disrupting fraud Organised Crime Groups (OCGs) has the potential to positively impact on the lives of a huge number of potential crime victims (e.g. Boiler Rooms). OCGs also have the greatest financial impact on the UK and rightly deserve prioritising in the enforcement matrix. It is imperative that the disruption of an OCGs capability is correctly assessed, ratified and recorded by the City of London Police. The Organised Crime Group Mapping (OCGM) meeting chaired by the Director of Intelligence will have overview of the OCGs and ensure that Law Enforcement Activity is conducted against those which pose the greatest threat, risk and harm. It will also ensure that ownership of the OCG investigation is allocated to a Lead Responsible Officer (LRO) with an agreed action plan to ensure activity, accountability and disruption opportunities are maximised.

2.12 **Baseline Information**: City owned OCG data is collected and coordinated by the Force Intelligence Bureau which records all OCG data for the force. This information will be utilised to inform and assist the OCGM. It will also be aggregated into the National picture for OCGs. This process will ensure that activity is directed against the top 10 City owned OCGs and that disruptions are properly assessed, so that results are transparent and ethical. Finally this meeting will document activity against all of the CoLP OCGs along with any disruptions against them, so that a summary of the total disruptions conducted during the year can be documented.

2.13 **How it will be measured/reported**: A disruption against an OCG will only be recorded where law enforcement activity has disrupted the OCGs capability and will be evidenced by the submission of a disruption document by the LRO to the OCGM. The OCGM panel will assesses the disruption, ratifying that a disruption can be claimed. The OCGM will be conducted on monthly bases to ensure that activity is being conducted against the OCGs, which pose the greatest threat, risk and harm (Top Ten) along with an action plan and LRO being allocated. This process will ensure that FIB will be able to evidence both disruptions against the top 10 City owned OCGs and a summary of all disruptions against the force total OCGs. This will be a monthly report to PMG.

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EC Measure 4 – **To ensure that at least 90% of fraud victims are satisfied with the service provided**

2.14 **Reason**: Fraud victims have historically received a poor service from the police – the primary reason for the government's Fraud Review in 2008. The Force has achieved year-on-year improvements in victim satisfaction levels - an ambition of the Lead Force programme is to maintain these levels at or above those for other crime types.

2.15 **Baseline Information**: The latest survey data demonstrates a satisfaction level of 89%. 90% has been set to include an element of stretch for the coming year.

2.16 **How it will be measured/reported**: Data will be collated quarterly by the National Fraud Capability Team who maintain a separate contract with the Force's survey company, *SPA Future Thinking*. However, for the purposes of efficiency and cost, it is intended these two pieces of work will be merged during 2013/14.

EC Measure 5 – **To increase by 10% the number of police officers, public and private sector investigators trained by the Fraud Academy.**

2.17 **Reason**: High quality investigations improve detection rates and victim satisfaction. This is a core aspiration of National Lead Force – particularly as a good deal of specialist expertise has been lost from the police service over the past decade. Training police, government and private sector investigators to a national standard (Fraud Investigators Handbook) is a key means of achieving this; it also follows the model employed for other specialist areas such as homicide.

2.18 **Baseline Information**: 531 delegates trained during 2012/13.

How it will be measured/reported: To be reported monthly: Fraud Academy staff will provide their monthly course manifests to the National Fraud Capability Team.

EC Measure 6 – **To review fraud investigations to inform Fraud Academy training courses and best practice toolkits.**

2.19 **Reason**: The quality and relevance of fraud training rests on continually refreshing investigators' knowledge of the means by which fraud is committed and any new / more effective ways of evidence gathering. It is therefore critical that training modules delivered by the Fraud Academy exploit the learning and experience of Lead Force investigations.

2.20 **Baseline Information**: This target does not rely on a baseline being set. Rather, it is concerned with compliance with an absolute standard (a comparison being the

Victims' Charter that compels investigators to update crime victims every calendar month).

2.21 **How it will be measured/ reported**: The National Fraud Capability Project Team will collect this information on a monthly basis - using the UNIFI system to identify which cases have been 'put away' and therefore require a review to be conducted.

3   Priority – Public Order

Reason for priority

3.1   Public order is addressed in detail at two distinct points within the Force's Strategic Assessment (SA): firstly, it is covered in its own right with respect to large scale events[3]; secondly, it is examined in relation to the threat to public order posed by domestic extremism[4].

3.2   Concerning the first category, the threat posed by a number of groups such Occupy London, Occupy LSX and others is examined in terms of their activities and the continued attractiveness of the City of London as a target for such groups. The SA makes the important point that over the past year the nature of protests taking part in the City of London is growing in scale and in levels of violence. Concerning the second category of domestic extremism; the SA highlights the threat posed by animal rights protesters, environmental and political activists and other single issue groups.

3.3   The SA does not refer to the number of high profile events that take place in the City and which are important from a public order perspective (Lord Mayor's Show, Mansion House/Guildhall event, presence of Royalty and so on) but such events need to be policed sensitively and, like the City environment generally, are attractive targets for protest groups to disrupt and receive extensive media coverage.

3.4   To ensure that the City of London remains a safe and peaceful area, to mitigate the adverse impact of media coverage should an event or protest go awry, and to support effectively the Strategic Policing Requirement, as with economic crime and counter terrorism, there is a strong argument for retaining public order as a key Force priority.

Public Order Measure 1 – **Meet all national requirements for public order mobilisation in support of the Strategic Policing Requirement**

3.5   **Reason:** To protect the City effectively the Force requires that a number of suitably trained and equipped officers can be deployed to deal with public order incidents, at a variety of levels: this can range from local specialist support around 'night time economy' venues to large-scale pan-London events. Last year, this target was focussed on supporting the Olympic and Paralympic Games, together with events organised to celebrate the Queen's Diamond Jubilee, none of which will impact on 2013-14. However, the Force's ability to meet national mobilisation requirements is considered an important area, especially in view of the fact the Force must support national mobilisation requirements under the Strategic Policing Requirement. Adopting this measure will ensure that the Force maintains adequate cover in the event it is called upon to provide assistance, and will provide reassurance to the City's community that

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[3] Strategic Assessment 7.9 pg 38
[4] Strategic Assessment 8.1.7 et seq. pg 47

there are sufficient levels of suitable trained/equipped officers to deal with more local incidents.

3.6 **Baseline Information:** The Force is required to be able to deploy 3 Police Support Units (PSU) under the Strategic Policing Requirement. A PSU consists of 1 Inspector, 3 Sergeants and 21 Constables. The First PSU must be mobilised within 4 hours then a further two PSU's within 24 hours. The 'Learmouth' formula has been looked at nationally , which calculates the number of PSU's required, as a percentage of the force establishment. This would see a reduction to a requirement in requirement down to 2 PSU's if these proposals were accepted. The City of London Police clearly needs to be in a position to be able to release sufficient resources as part of the national mobilisation plan, whilst being in a position to to deal with the threat of harm within our own force boundaries. The Force currently plans for over 1000 events per annum, 40 of which are classified as major or significant, comprising major ceremonial operations, state banquets public protest and crime in action operations. There were 6 mutual aid requests, during the last year including the Olympics and 26 Benbow operations (*The Benbow protocol is a formal arrangement between the three principal police forces in London: the MPS CoLP and BTP , to facilitate a coordinated and effective policing response to pre-planned and spontaneous public order events, and to other major events which are cross border or may have an impact on the policing of another force area* **).**

3.7 The Force currently has 78 level 2 trained Officers and 35 trained to level 1 public order standard, this provides the requisite resources for national mobilisation whilst leaving sufficient assets for a complete PSU to remain in force. In addition the Force currently has six public order Cadre trained command officers who are deployed under the Benbow protocol.

3.8 **How it will be measured:** Records are maintained by the Force Operational planning team which details each requirement for resources along with our subsequent response.Ongoing training of our level 1 and 2 Officers, along with succession planning responsibility, currently sits with the Chief Inspector Uniformed Policing (Support). Numbers are reviewed quarterly and reported through the public order forum in order that sufficient numbers are retained and trained to the requisite standard.

Public Order Measure 2 – **to deliver ongoing organisational improvement and development relating to public order deployments**

3.9 **Reason**: The Force currently enjoys a relatively low number of public complaints against officers (roughly 100 per year). There is, however, a potential vulnerability around civil claims made against the Force, and whilst these are relatively low, the MPS has seen a rising number of litigants appearing post event and protest, who often challenge the interpretation of public order legislation. G20 and the subsequent Independent Police Complaints Commission (IPCC) investigation stands as a reminder of the impact of the application of public order tactics and its perception in the public

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domain. As a result there has been a dramatic shift in how the police service views and deals with protest, considering all citizens' rights, particularly under articles 9, 10 and 11 of the Human Rights Act (Freedoms of thought conscience and religion/ freedoms of expression and freedoms of assembly). Our approach to public order policing must be in line with the observations of the IPCC report and the HMIC paper: "Adapting to Protest" The Force already has a strong and effective mechanism for dealing with organisational learning, it is anticipated that the bulk of organisational development and improvement should be delivered under existing governance arrangement.

3.10 **Baseline information**: There is no existing baseline for this proposed measure.

3.11 **How it will be measured/reported**: Supplied to PMG monthly will be the number of events and the number of debriefs. The de-briefs should consider as a minimum: the planning and initial resourcing of the event (including the command team); information and intelligence; briefing issues; resource allocation (considering partner agencies and external stakeholders); threat assessment and mitigation of known risks, identification of training issues and resilience. The measure of success with respect to organisational learning will be a consequent reduction in numbers of complaints or actions taken against the police as a result of policing major events.

Public Order Measure 3 – **To ensure that at least 85% of residents and businesses are satisfied with the information received in relation to pre-planned events**

3.12 **Reason**: The proposed measure demonstrates a high level of appropriate engagement with the community to assist dealing with impact of large scale events, including potential disorder.

For the purposes of this measure, an "event" is defined as one where multiple Police Support Units (PSU)[5] or serials are deployed and a "Bronze Community" is in place with a tactical plan to coordinate engagement with residents and businesses. This measure is carried forward from 2012-13, however, it has been increased from 80% to 85%.

3.13 **Baseline Information**: City of London businesses and residents were surveyed to ascertain the level of satisfaction with Force communications relating to the Queen's Diamond Jubilee (QDJ) arrangements. Marketing company Vocal Ltd of Colchester was commissioned to distribute the surveys and compile the results. Vocal used Survey Monkey and distributed the surveys to CoLP Business and Residents email group addresses on 18th June.

- 37 responses were received from residents, with 34 completing the overall satisfaction question.
- 181 responses were received from the business community, with 163 completing the overall satisfaction question.

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[5] A PSU consists of 1 inspector, 3 sergeants and 21 constables (6 per sergeant + 1 driver)

- **95.1%** (155 out of 163) of Business Community respondents answered very satisfied or satisfied to the question: "Overall, how satisfied were you with the information we sent you about the Queen's Diamond Jubilee celebrations?"
- **91.2%** (31 out of 34) of Resident respondents answered very satisfied or satisfied to the same question.

3.14 iModus surveyed City of London businesses and residents in respect of the CoLP provision of information in relation to the 2012 Olympic & Paralympic Games. This survey was conducted during September 2012.

- 100 responses were received from the business community
- 25 responses were received from residents.
- Satisfaction levels for business respondents (100 returned) were **96%** which included 54% very satisfied with the information provided.
- Satisfaction levels for residents (25 returned) were **90%** including 60% very satisfied.

3.15 Based on levels achieved for 2012-13 the target is increased from 80% to 85%.

3.16 **How it will be measured**: Information will be gathered in the same way as currently, by UPD based on survey results from Vocal and iModus and reported to PMG monthly. However, over the coming months that may change due to ongoing work by the Intelligence and Information Directorate concerning community engagement.

4 Priority – Crime Reduction

Reason for priority

4.1 Crime reduction has been carried forward from 2012-13. It remains the case that in any survey where people are asked what they expect their local police to do, 'reducing crime' always features near to the top of the responses. Additionally, the Government's sole 'top down' priority to police forces nationally is for them to reduce levels of crime.

4.2 Targeted operations and sustained activity in crime reduction has resulted in consistently reducing crime levels since 2002-3.

4.3 For 2012-13 the Force adopted a more focused approach that concentrated on the following two areas:

- Victim based violent crime, which is an area that impacts on people's sense of security in the City and their confidence in it being a safe place; and

- Victim based acquisitive crime, which includes the Force's highest category of volume crime – theft.

4.4 The term "victim-based" was a new categorisation of crimes that had been agreed by the Home Office and ACPO. The key features of the categorisation are that:

- It distinguishes between four fundamental crime types: violence, stealing, criminal damage and non victim based crimes.
- It avoids perverse incentives by separating victim based crimes from non victim based crimes.
- It attempts, within the constraints of crime categories, to distinguish serious from less serious crimes.

4.5 Victim-based violent crime includes: violence against the person, with and without injury; rape and other sexual offences. It does not include s.4 and s.4 (a) Public Order Act offences (causing fear or provocation of violence and causing harassment, alarm or distress respectively, even though both are victim based). Nor does it include robbery (including assault with intent to rob), which are now included in the victim based acquisitive crime category, whereas previously all robbery was counted as violent crime.

4.6 Victim-based acquisitive crime includes: burglary (domestic and non-domestic), robbery (personal and business), vehicle crime (including interference), shoplifting and other categories of theft.

4.7 Having assessed crime performance across other categories of crime, these two areas continue to constitute the largest volume of crimes committed in the City and cover the most serious offences. It is, therefore, proposed to carry forward these targets for 2013-14. The recent trends in violent crime demonstrate that it will continue to be a challenge to achieve a straightforward reduction, as with acquisitive crime.

Crime Reduction Measure 1 – **To reduce levels of victim-based violent crime[6] compared to 2012-13**

4.8 **Reason**: This is an area of criminality that impacts on feeling of safety of communities and confidence in the City of London as safe place. Reducing crime across the range of crimes that constitutes this category will support the national requirement to reduce crime levels. (See **Appendix A** for categories of crimes covered).

4.9 **Baseline information**

April – November 2012: 402 offences recorded (April – November 2011: 368)

4.10 At the end of November 2012 the Force was 23 incidents above target. This is compared to +4 in October, +1 in September and -1 in August highlighting that achievement of the target is becoming more challenging. 63 crimes were recorded in November, the highest month of the year so far and any month in 2011/12.

4.11 Last year, December, February and March saw relatively high levels of violent crime recorded which could provide an opportunity for some reduction over the next four months. However, for the last two years the average of these months has been higher than the yearly average; if this is a seasonal trend it may not be possible to achieve sufficient reduction to meet the target.

An average of 41.5 crimes can be recorded per month to achieve an end of year crime reduction. The average over the past three months has been 56.6. Since 2008/09 crime during this period (Dec – Mar) has exceeded 41.5 per month.

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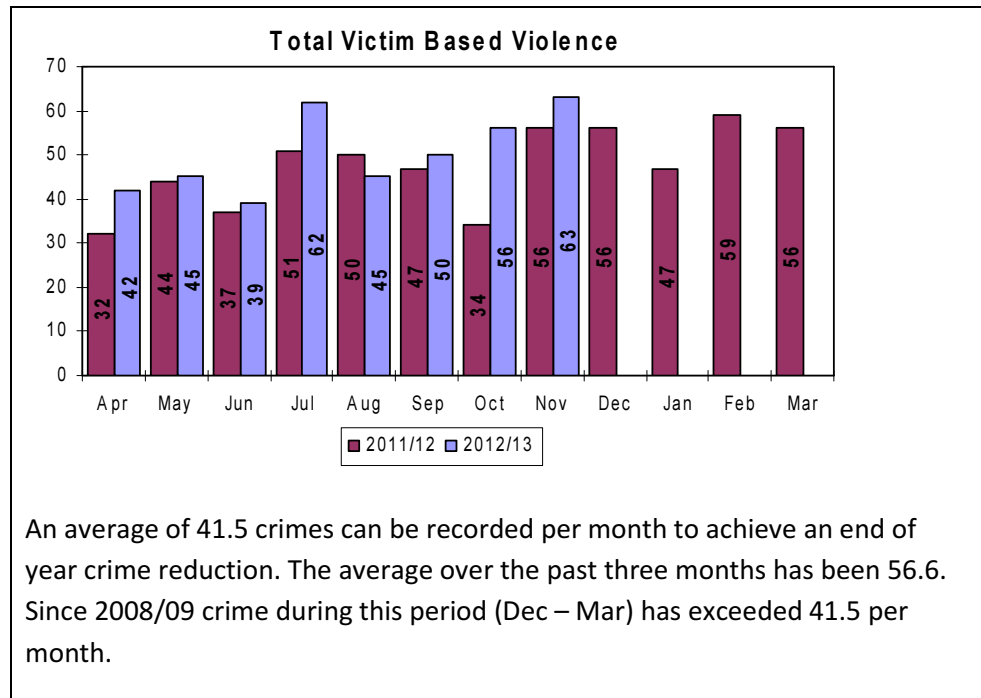
[6] This relates to "victim based violent crime", a distinct crime categorisation that incorporates violence against the person, with and without injury; rape and other sexual offences.

Victim Based Violence - rolling 12 month trend
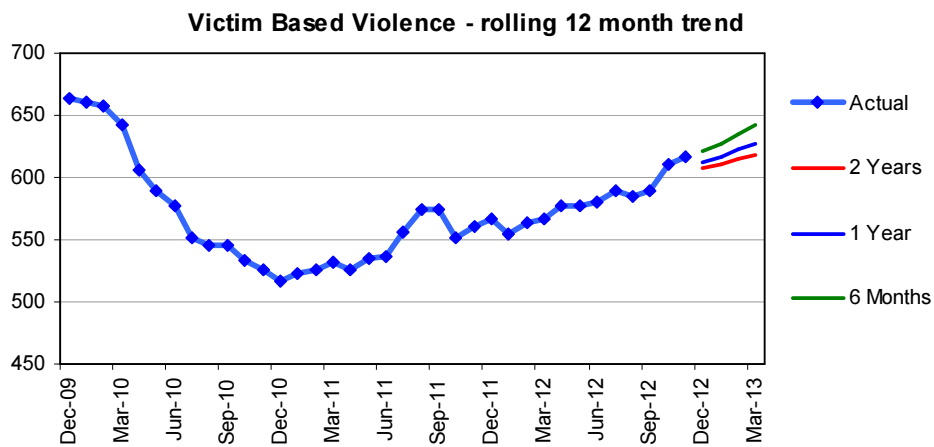
4.12   Trends based on between 6 months and 2 years data indicate that the Force will end the year above target at between 619 and 642 offences. A straightforward reduction on these figures remains a challenging target.

4.13   **How will it be measured and reported**: The data for crime statistics is well developed and in use. PIU will supply information monthly to PMG that will show current performance and year to date performance.

Crime Reduction Measure 2 – To reduce levels of victim-based acquisitive crime[7] compared to 2012-13

4.14   **Reason**: The crimes that constitute this category represent the greatest volume of crimes recorded by the Force. As with victim-based violent crime, a reduction in these crimes will support the government's directive to reduce crime levels. Fewer resources mean that a straightforward reduction on 2012-13 levels remains challenging.

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[7] This relates to victim based acquisitive crime

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4.15   Crime categories included in this target and approximate numerical weighting:

Victim Based Acquisitive Crime	Offences Apr-Sep 2012	% of Victim Based Acquisitive Crime
Other Theft	922	48.2%
Theft from Shops	294	15.4%
Non domestic burglary	196	10.3%
Theft of pedal cycle	187	9.8%
Theft from the person	158	8.3%
Theft from a vehicle	63	3.3%
Theft of Motor Vehicle, inc. Agg Taking and Vehicle Interference (but not unauthorised driving of a vehicle from stolen outside CoL)	31	1.6%
Robbery	19	1.0%
Theft by employee	13	0.7%
Domestic burglary	8	0.4%
Preserved other fraud	8	0.4%
Theft in dwelling	4	0.2%
Blackmail	4	0.2%
Theft from meter/machine	3	0.2%
Theft of mail	1	0.1%
Dishonest use of electricity	0	0.0%
	1911	**100%**

4.16   **Baseline Information:** April – November 2012: 2,533 offences recorded (April – November 2011: 2,781). At the end of November 2012 the Force has an 8.9% (-248) reduction in victim based acquisitive crime and is 6.2% (-167) below target. It is anticipated that the target will be met, with an end of year between a 6 and 10% reduction. The Force continues to see large reductions in shoplifting (-96), theft of pedal cycle (-120) and theft other (-36). Theft of vehicles has also fallen by 27 crimes.

Total Victim Based Acquisitive Crime
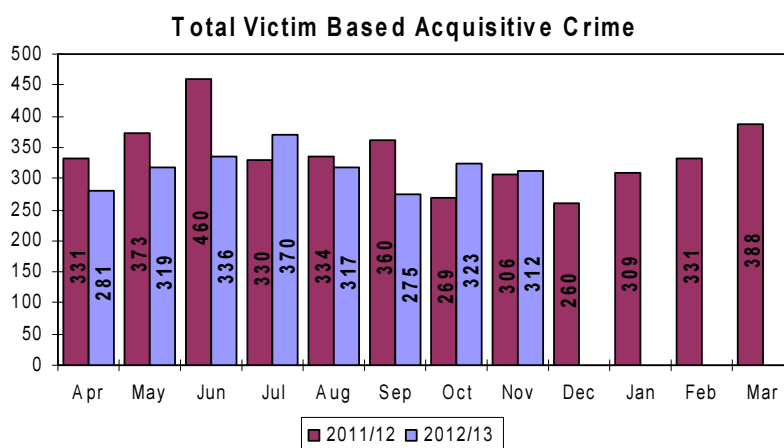
4.17   312 crimes were recorded in November which is slightly higher than the same month last year (+6). An average of 379 crimes can be recorded per month to achieve an end of year crime reduction. This figure has not been exceeded in any month of the year so far. Acquisitive crime has been relatively low during the December and January for the past two years, so crime reduction during these months may be rather more challenging. However, this will not impact on overall achievement of the target.

4.18   **How will it be measured and reported**: The data for crime statistics is well developed and in use. PIU will supply information monthly to PMG that will show current performance and year to date performance.

5   Priority – Roads Policing

Reason for priority

5.1   Roads policing and road safety remains a recurring priority for residents and visitors to the City of London, as well as our partners in the City of London Corporation and Transport for London. Its inclusion as a Force priority supports those partnership obligations in addition to ACPO and Department for Transport national road policing and safety strategies. Very recently the issue has also taken on a national dimension, attracting much media attention. The number of people injured on roads in the City is significant, and whilst there are limits to what the Force can actually do to impact on those levels, it is right that roads policing remains a Force priority.

Roads Policing Measure 1 – **To support the City of London Corporation's casualty reduction target through enforcement and education activities**

5.2   **Reason**: The Force's target in this area has traditionally been set around the number of Killed/Seriously Injured (KSI) people on the City's roads. Levels of KSIs are relatively low and too low to indicate any meaningful trend analysis. There are no seasonal trends relating to people killed or seriously injured or for total collisions. The matter has been the subject of problem profiles and reports to SMB and PMG.

5.3   It is accepted that the Force can impact on the overall volume of collisions through a combination of education, enforcement and engineering. The Force has no control over what sort of injury might result from a collision, or its severity. It was for that principal reason that the target was amended last year from a KSI target to a collision reduction target. However, whilst the Force's activities can impact on levels of collisions, to quantify that as a numerical target remains notoriously difficult. It is widely accepted that the responsibility to reduce the number of KSIs rests with the local authority and the most effective mechanism to deal with the issue is as a joint approach with partners. For that reason, the target proposed for 2013-14 is not a quantitive target but a 'narrative' target around supporting the City of London Corporation's KSI and all casualty reduction targets. This will be underpinned by one or two tactical measures focussing on enforcement and education activities.

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5.4 **Baseline Information**: **KSI TARGET** = The Corporation's KSI target is based on the following baseline: 247 people killed or seriously injured in the City in road traffic collisions between 2004 and 2008 (inclusive), an annual average of 49.4. The City Corporation's target is to reduce the number of persons killed or seriously injured in road traffic collisions to a three-year rolling average of 39.1 casualties per annum by 2013, representing a reduction of 20.9% from the 2004-2008 average of 49.4 casualties per annum.

5.5 The City Corporation's longer-term target is to reduce the number of persons killed or seriously injured in road traffic collisions to 50% below the 2004-2008 average by 2020, i.e., to a three-year rolling average of **24.7 casualties per annum by 2020**

5.6 **ALL CASUALTY TARGET =** There were 1,843 people injured in the City in road traffic collisions between 2004 and 2008 (inclusive), an annual average of 368.6. The City Corporation's target is to reduce the total number of persons injured in road traffic collisions to a three-year rolling average of 322.5 casualties per annum by 2013. This represents a reduction of 12.5% from the 2004-2008 average of 368.6 casualties per annum.

5.7 The City Corporation's longer-term target is to reduce the total number of persons injured in road traffic collisions to 30% below the 2004-2008 average by 2020, i.e., to a three-year rolling average of 258.0 casualties per annum by 2020**.**

5.8 **How it will be measured/reported**: The reporting against how the Force is achieving this target will consist of details of activities the Force has completed in support of the target (e.g. specific operations, recent ones have included Op Atrium, Op Giant (uninsured drivers), and an operation focussing on enforcement of dangerous loads legislation). This will be supported by quantitive tactical targets as below.

Roads policing Measure 2– To increase the number of uninsured vehicles seized and unlicensed drivers apprehended compared to 2012-13

5.9 **Reason**: By targeting uninsured and unlicensed vehicles and impounding them, the Force is reducing the potential risk of those vehicles being involved in incidents. It could also act as a deterrent to uninsured drivers travelling to or through the City of London. Those road users that are prepared to flout these laws are likely to engage in other criminality, and by targeting them the Force has an opportunity to make an impact on crime in general.

5.10 **Baseline Information:**

Seizures	2011 – 12 (pro rata)	2012 – 13 to date	2012 – 13 projected
No Insurance	253 (169)	169	289
No D/L	125 (82)	69	118
Both	80 (59)	61	104
Total	458 (310)	299	511

5.11   The projection is calculated on the monthly average for the previous seven months being the number seized each month for the next 5 months. (The last 5 months of last year had a total of 148 whereas the projection for the next 5 months is 212 – the average is 42). We should increase the number by 5% for next year over the final figure for this year and include driving licence seizures as well.

5.12   **How it will be measured**: Data will be supplied to PMG monthly by UPD, reporting levels against a year to date target.

Roads Policing Measure 3: To increase the number of referrals to the Cycle Safe Scheme[8] and the Driver Alert Scheme compared to 2012-13

5.13   **Reason**: These initiatives both support the casualty reduction target and directs attention at irresponsible road use by cyclists, which continues to be a perennial issue raised by members of the public in consultation exercises, and drivers. They also support ACPO's and the Department of Transport's Strategy for Roads Policing, which seeks to divert those involved in poor road use away from prosecution and offers a longer term solution by improving behaviour of cyclists and drivers on the roads.

5.14   **BASELINE INFORMATION** (Cycle Safe)

2011-12 Baseline = 128
Monthly profile = 74
Actual = 119

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[8] The Capital Cycle Safe Scheme is an initiative that provides cyclists who have been apprehended for poor road use with an opportunity to be diverted from prosecution on to an education scheme rather than face prosecution or a £30 fixed penalty notice fine. This option is only available once in a three year period. If the course is not completed, the individual is issued with a summons for the original offence.

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Month	Tickets issued 2011/2012	Course Completed 2011/2012	% completed 2011/2012	Profile	Tickets issued 2012/2013	Total	Total Courses Completed 2012/2013	% completed 2012/2013
Apr	16	13	81%	10.5	3	3		
May	16	12	75%	21	33	36		
Jun	9	2	22%	32	5	41		
Jul	6	5	83%	42	8	53		
Aug	5	3	60%	53	34	86		
Sep	19	14	74%	63	14	100		
Oct	9	2	22%	74	24	124	85	69%
Nov	19	9	47%	84	5	129	90	70%
Dec	11	3	27%	95				
Jan	4	1	25%	106				
Feb	6	2	33%	117				
Mar	8	8	100%	128				
	128	74	58%	128			-	

5.15   Current performance is running significantly above profile. A straightforward increase in the in the total (when known for the end of the year) will be a challenging target given the Force restructuring and the reduction in levels of resources.

5.16   **Baseline Information** (**Driver Alert**) The current number of drivers that have been referred to the scheme from May 2011 to September 2012 is 40. The end of year baseline will not be known until the end of the financial year

5.17   **How it will be measured**: Information will be supplied by UPD monthly to PMG in the format above but incorporating Driver Alert Referrals.

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## 6 – ANTISOCIAL BEHAVIOUR ASSOCIATED WITH THE NIGHT TIME ECONOMY

Reason for priority

6.1   The Force's Strategic Assessment highlights antisocial behaviour (particularly that associated with the night time economy) as a significant issue. It remains an issue that is high on the government's agenda, and is a recurring theme in surveys and community engagement events. It also remains a priority for the Safer City Partnership. Antisocial behaviour has been adopted by the Force as a discrete priority for the first time for 2013-14.

ASB **measure 1 – To ensure that at least** 90**% or more crime victims and those reporting antisocial behaviour are satisfied with the way police handled their case.**

6.2   **Reason:** Satisfaction with the Force of how it handles the cases of victims of crime and antisocial behaviour is an important indication of the quality and professionalism of the service provided. Comments made as part of the surveys provides the Force with invaluable information about how service delivery can be improved.

6.3   **Baseline Information:** The 2012-13 Policing Plan target of 85% was based on all the overall satisfaction of all victims/witnesses of ASB that were surveyed. At the end of 2011/12 the satisfaction level was 92.3% (220 respondents). So far this year (Apr – Sep) the satisfaction level is 93.2% (90 respondents). It is proposed, therefore, to increase the target to 90% for 2013-14.
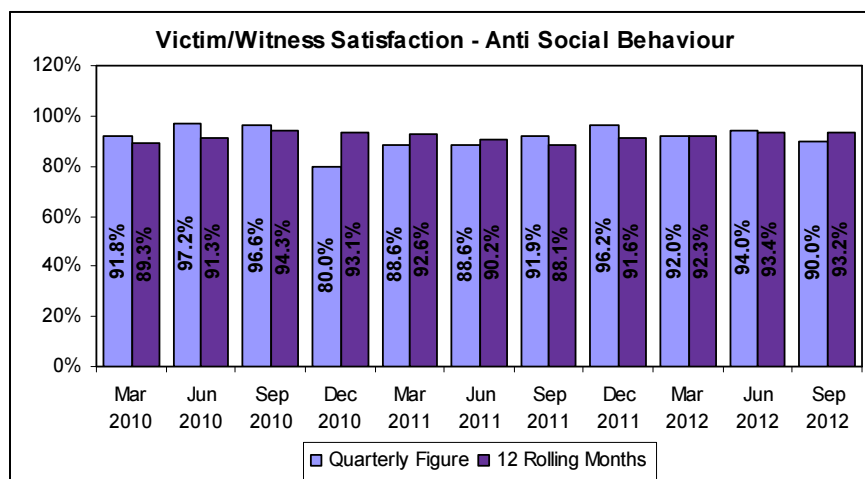
Since July 2011 quarterly satisfaction levels have consistently been above 90%.

A relatively low number of people are surveyed on a 12 month period (192) and only a few of these individuals express dissatisfaction (13).

This target is easily being met by CoLP.

6.4   **How it will be measured/reported:** Data will be supplied by PIU quarterly following surveys having been conducted.

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6.5   **Reason**: This supports the City of London Corporation's target to reduce the level ultimately to zero. It also supports Safer City Partnership targets in this area.

6.6   **Baseline Information**: 2011-12

Area	Feb 11	Mar 11	Apr 11	May 11	Jul 11	Aug 11	Sep 11	Oct 11	Nov 11	Dec 11	Jan 12	Mar 12
Fleet Street	5	2	1	4	2	3	3	2	2	2	3	1
Barts	2	0	0	3	0	2	2	2	2	2	3	5
St. Paul's	5	2	2	1	6	5	3	4	4	5	6	3
Barbican	3	5	5	3	3	3	5	9	6	2	6	6
Liverp'l St	0	2	2	3	5	4	1	1	0	0	1	0
Aldgate	7	5	5	6	1	1	3	1	3	3	1	9
Cannon St	0	2	2	2	0	1	1	4	1	2	3	11
Tower Hill	1	2	2	0	5	1	7	3	1	3	2	4
Total	23	19	19	22	22	20	25	26	19	19	25	39

Apr 2012 to date

Area	Apr 12	May 12	Jun 12	Jul 12	Aug 12	Sep 12	Oct 12	Nov 12
Fleet Street	3	3	5	2	1	0	3	5
Barts	3	1	2	2	2	2	2	2
St. Paul's	4	6	6	3	6	1	3	5
Barbican	6	3	3	8	3	5	2	2
Liverp'l St	3	0	0	1	0	0	1	1
Aldgate	4	3	0	2	0	1	1	2
Cannon St	9	4	3	3	3	2	6	4
Tower Hill	4	3	0	1	0	4	1	0
Total	36	23	19	22	15	15	19	21

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6.7 The "spike" in numbers of rough sleepers recorded for March and April 2012 was due to Op Poncho (the operation that works to reduce numbers of rough sleepers) being withdrawn. This is evidence that the Force can impact on levels of rough sleepers, however, it is also clear that even with the operation running, there is a fairly constant number of people sleeping rough in the City that ranges from between 15 and 25. The proposal is to reduce the number of people sleeping rough in the City based on a baseline of 20, being the average number of the past 20 months disregarding the two abnormally high months..

6.8 **How it will be measured/reported**: Data will be supplied by UPD monthly to PMG against a profiled target.

ASB **measure 3 – To actively promote, with partners, effective stewardship and crime prevention activities within licensed premises**

6.9 **Reason**: Anti Social behaviour associated with the NTE can have a disastrous effect on surrounding communities and the infrastructure that supports them. Local residents who are victims of crime (both actual and potential) incur costs both in anticipation (e.g alarm systems/ security measures) and as a consequence (property damaged/stolen/noise pollution/personal injury etc) the fear of crime can reduce peoples quality of life and enjoyment. There are extra costs associated with healthcare, criminal justice system, policing, street cleansing, environmental health, fire etc. This will be amplified over the coming months as Uniformed Policing notices a drop in available resources to be able to deal with the cycle of responding and enforcing action; hence it is important that the Police engages positively alongside the local authority and partners with the licensees in order to mitigate risks and recommend measures as appropriate to prevent offending within licensed premises.

6.10 **Baseline Information**: Three simplified categories (Personal, Nuisance, and Environmental) were introduced in April 2012, reducing the number of categories from the original 14. This was intended to change the emphasis from merely recording and responding to incidents to identifying those vulnerable individuals, communities and environments most at risk and responding appropriately.

The three categories are explained as follows:

Personal

Incidents that are deliberately targeted, or aimed at having an impact, on a particular individual or specific group - rather than the community at large. This would include incidents such as begging or trespass.

Nuisance

Incidents where an individual or group causes trouble, annoyance, inconvenience, offence or suffering to people in the local community in general, rather than being

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deliberately targeted at specific individuals or groups; Rowdy and inconsiderate behaviour are categorised under Nuisance.

Environmental

This category deals with the interface between people and places. It includes incidents and inconsiderate actions which have an impact on the surroundings including natural, built and social environments. Fly tipping, graffiti or noise would be categorised under environmental.

In the previous year (Nov 11 to Oct 12) incidents were categorised as follows:

- ASB – Environmental - 86
- ASB – Nuisance – 1339
- ASB – Personal – 192
-

This would indicate that in the City of London the most prominent type of ASB is not directed at individual persons, but is instead behaviours which cause a more general annoyance to the whole community.

Rowdy / Inconsiderate Behaviour continues to be the most prevalent type of ASB in the City and accounts for **64%** of all ASB incidents.

6.11 **How it will be measured/reported**: There were 11 prosecutions last year by the licensing authority for a number of wide ranging infringements. It not proposed that this figure alone be representative of success in this area as we are looking to achieve a reduction in overall offending and prevention of anti social and criminal behaviour, but it will be important to monitor the level of enforcement activity, and its effect on preventing both crime and antisocial behaviour, along with any predicted displacement to other venues. Licensing visits are already a regular feature of targeted police activity along with partnership operations driven through the licensing tactical group, chaired by the Supt Community Engagement and working with the Director of Public protection The City of London Police to continue to work alongside the Safer City Partnership , Licensing authority, Broadway, Parking Services, Housing Services, Environmental Health and other Corporation Departments to ensure that ASB in the City is effectively managed and prevented in the future. These joint operations are resource intensive and challenging to coordinate, however 3 to 5 joint agency operations being run throughout the year is a realistic target. Additionally Regular licensed premises visits number on average approximately 20 per week.

All licensing activity is monitored at the fortnightly partnership licensing tactical group and subsequently reported to PMG.

Additional preventative measures will also include:

Fixed penalty tickets for urination in public places, covered under section 87 of the Environmental Protection Act 1990; this is new and fairly groundbreaking. Numbers will be collated and reported to PMG.

ASB measure 4 – To run intelligence led operations to target threats associated with the night time economy.

6.12 **Reason**: Licensed premises in the City of London have a host of associated crime and ASB issues, often caused by individuals who are known to the criminal justice system Gangs are a significant driver for a range of criminal activity, ranging from drug supply, knife crime, serious violence through to firearms offences and murder. In addition to the serious criminality posed by organised gangs in London, the emergence of violent youth gangs also poses specific challenges around serious youth violence, street robberies and anti-social behaviour. In most of the cases intelligence reports regarding persons involved with London Street Gangs (LSG) and firearms criminality revolve around promoted music events held in the City

6.13 **Baseline Information**: Analysis of violent crime trends over the past 3 years has found that serious violent offences have increased, and in particular the instance of these in the early hours of Sunday morning. This rise in offences, and their location correlates with the rise in Promoted Events being held in the City. Promoted events are most often held on a Saturday night, with closing times peaking at 04:00 on Sunday. It has been suggested that the City is experiencing a displacement of gang related promoted events as a result of proactive work targeting clubs within the MPS. This could increase the risk of gang related violence in the City.

The numbers of offences that occur within licences premises, generally public houses and night clubs during NTE hours is 10% of all offences in licensed premises. The number of offences that occur during the hours of the NTE. is 243 offences out of 402 offences, or 60.4%. (third quartile figures).

6.14 **How it will be measured/reported:** FIB will continue to engage with partner law enforcement agencies to ensure that we are in possession of all relevant material held on databases in relation to current gangs and their members which present the greatest risk of harm to the City of London, our clubs and its patrons.

Target offenders by maximising use of tactics such as CCTV and ANPR to identify and predict violent activity at an early stage. We will run regular pre planned pro-active ANPR triggered operations to identify the vehicles of known individuals that Intelligence suggests are involved in criminality including drugs supply and violence. Our assets will be used in order to stop these vehicles where appropriate and take appropriate positive action, disrupting and preventing criminality.

We will continue to implement high visibility patrols during peak hours of the NTE in identified hotspot areas and direct policing activity against identified emerging trends.

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Ensure Cross Directorate Violent Crime Reduction Plan is implemented via Force Tasking processes and Daily Management Meeting in order to identify strong enforcement and prevention opportunities.

Undertake regular, high profile licensing visits to premises where violent crimes have occurred.

Engage with partners, such as the Safer City Partnership (Safety Thirst Programme) and Night Time Economy Group, to develop tactical solutions to reduce criminal opportunities.

Implement intervention measures relating to promoted events in the force, particularly in cases where there is intelligence to suggest an elevated risk of harm, or where there is a previous history of violence or disorder. It will be reported to PMG monthly.

7. OTHER MEASURES

Satisfaction measure – **To ensure that at least 85% of the City's street population surveyed consider the police in the City of London are doing a good or excellent job**

7.1   **Reason**: Unlike the previous measure, this survey indicates levels of confidence amongst the general street population, not just those who have been a victim of crime or antisocial behaviour. However, as the previous measure, it is an invaluable indication of the level of professionalism the Force portrays and provides.

7.2   **Baseline Information**: **Victims of Crime – All Victims -** The current Policing Plan target of 85% was based on all the overall satisfaction of all victims of crime that were surveyed. At the end of 2011/12 the satisfaction level was 88.0% (913 respondents). So far this year (Apr – Sep) the satisfaction level is 87.6% (348 respondents). (See next page). However, at the workshop on the 18th January Members elected to keep the target as 85% for 2013/14.

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Victim Satisfaction - All Victims of Crime
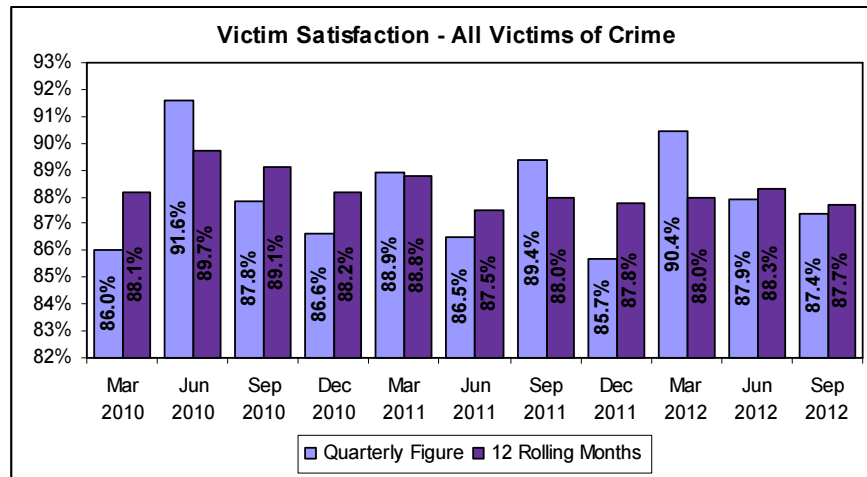
7.3 On a quarterly basis, satisfaction levels tend to be between 85-90%. These levels need to remain constant if the satisfaction level seen in 2011/12 is to be matched. CoLP are on track to meet the 85% target. The 12 rolling month satisfaction figures have dropped from those seen 2 year ago. Areas of lower satisfaction are often that victims are not satisfied with the course of action taken or being kept informed.

7.4 **Victims of Crime – ADR Categories - t**he Home Office collates and publishes the satisfaction levels of victims of Violence, Domestic Burglary and Vehicle Crime. CoLP's crime figures for these categories are low and therefore percentages can be disproportionately affected. At the end of 2011/12 the satisfaction level was 85.3% (174 respondents). So far this year (Apr – Sep) the satisfaction level is 75.0% (75 respondents). In the last 12 rolling month period there have been 137 respondents. Of these 3 were victims of Domestic Burglary, 86 of violence and 48 of vehicle crime.

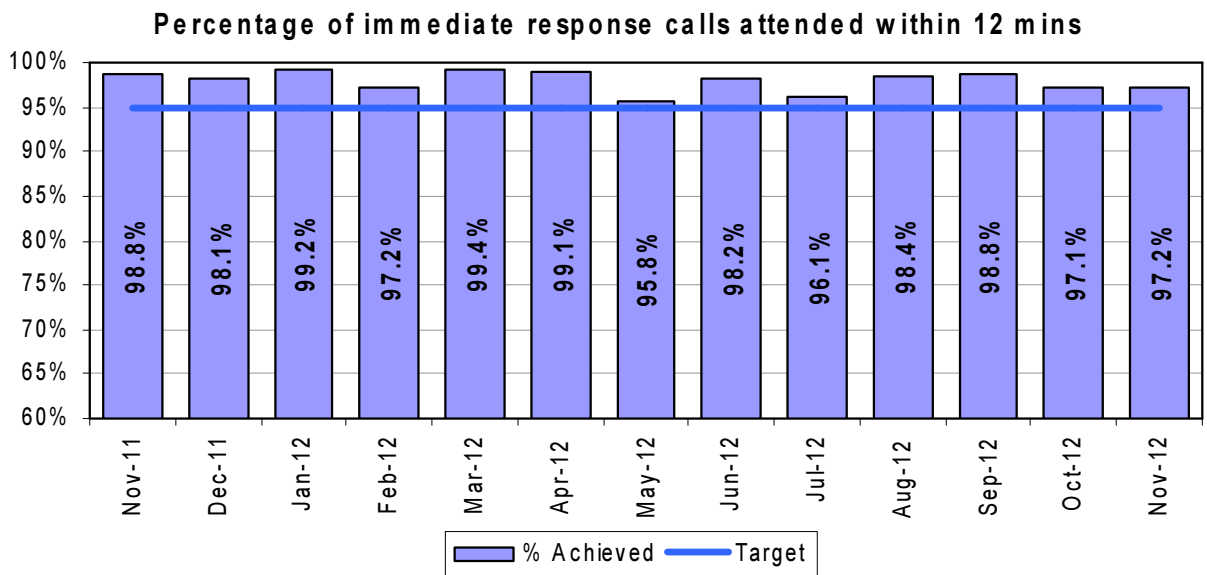**Victim Satisfaction - ADR Categories**
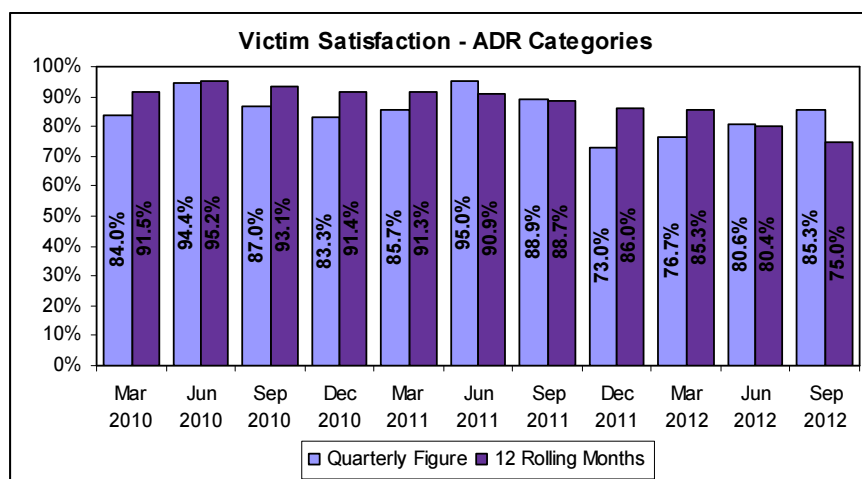
7.5   The 12 rolling month figure has dropped due to lower satisfaction levels between Oct 11 – Mar 12. The higher levels seen at the beginning of 2011 are also no longer included in the 12 month total. This is due to lower levels of satisfaction for victims of vehicle crime. However these levels have increased over the past two quarters. If satisfaction levels continue at the same level seen in the previous two quarters the 12 rolling month total will have increase by the end of the March 2013.

7.6   **How it will be measured / reported**: Information will be supplied quarterly by PIU to PMG following completion of street surveys.

Response measure 1: **To respond to at least 95% of 999 calls within the national response target of 12 minutes**

7.7   **Reason**: It is important that when someone calls for emergency assistance the response is swift and professional. This target provides an opportunity to boost public confidence by highlighting how quickly calls for service are attended. With reductions to the levels of resources being implemented over the course of the policing plan, it is not proposed to increase this target.

7.8   **Baseline Information**: 1190 out of 1221 (97.5%) of incidents in the City that were graded for immediate response were attended within 12 minutes. The response rate for November was 97.2% (140 out of 144 incidents). Over the last 12 months the Force has consistently achieved this target.

Percentage of immediate response calls attended within 12 mins

Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12
98.8%	98.1%	99.2%	97.2%	99.4%	99.1%	95.8%	98.2%	96.1%	98.4%	98.8%	97.1%	97.2%

% Achieved ──── Target

7.9   **How it will be measured/reported**: data will be supplied by PIU to PMG monthly in the format above.

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APPENDIX A

VICTIM BASED VIOLENCE and VICTIM BASED ACQUISITIVE CRIMES			
Violence with injury	Murder	**Sexual Offences**	Rape
	Attempted Murder		Indecent / Sexual assault
	Causing death by dangerous driving		Sexual activity involving a child
	Actual Bodily Harm and other Injury		Exposure and Voyeurism
		Robbery	Robbery of personal property
	Racially/Religiously Aggravated Actual Bodily Harm		Robbery of business property
	Wounding	**Burglary Dwelling**	Burglary in a dwelling
	Manslaughter	**Burglary Non-Dwelling**	Burglary in a building other than a dwelling
	Assault with injury	**Vehicle Crime**	Aggravated vehicle taking
	Inflicting Grievous Bodily Harm without Intent		Theft or unauthorised taking of vehicle
	Racially or Religiously Agg Assault with Injury		Theft from a vehicle
Violence without injury	Harassment		Interfering with a Motor Vehicle
	Racially or Religiously Aggravated Harassment	**Shoplifting**	Shoplifting
	Threats to Kill	**Other Acquisitive Crime**	Theft from the person
	Kidnapping		Theft in a dwelling
	Child Cruelty		Theft or unauthorised taking of a cycle
	Child abduction		Other theft
	Assault without Injury		Blackmail
	Racially/Religiously Agg Assault without Injury		Theft by an employee
	Assault without Injury on a Constable		Theft of mail
	Endangering Life		Theft from automatic machine or meter
			Fraud other than Cheque and Credit card

VICTIM BASED CRIMES NOT INCLUDED IN POLICING PLAN TARGETS				
Criminal Damage	Arson endangering life		**Crime Prevention**	Possession of Firearms w. intent
	Arson not endangering life			Possession of Firearms Offences
	Criminal damage to a dwelling			Possession of Article with Blade or Point
	Criminal damage to a building other than a dwelling			Possession of Other weapons
	Criminal damage to a Vehicle			Going equipped for stealing
	Other criminal damage			Possess/Control Articles for Use in Frauds
	Racially/Religiously Agg Other Criminal Damage			Handling stolen goods
	Racially/Religiously Agg Crim Dam to a Building other than a Dwelling			Threat or possession with intent to commit Criminal damage
Public Disorder	Public Fear, Alarm or Distress			Poss/Control A False/Improperly Obtained/Another Person's Identity Document
	Racially/Religiously Agg Public Fear, Alarm or Distress			Possess/Control Identity Documents w. intent
	Other Offences against the State and public order		**Offences against Statute**	Bankruptcy and insolvency
	Violent disorder			Perjury
Drugs	Trafficking in controlled drugs			Perverting the Course of Justice
	Other Drug Offences			Obscene Publications etc
	Possession of Controlled Drugs (exc.cannabis)			Disclosure, Obstruction, False or Misleading Statements
	Possession of Controlled Drugs (cannabis)			Dangerous driving
				Vehicle/driver document fraud
				Exploitation of Prostitution
				Profiting from or Concealing Knowledge of the Proceeds of Crime
				Making or Supplying Articles for Use in Frauds
				Bigamy

VICTIM OR STATUTE (GROUPING MAY CHANGE FOR NFIB)	
Excluded Fraud	Frauds by company directors etc.
	Fraudulent Trading by Sole Trader
	False accounting
	Fraud by False Representation - cheque, plastic card and online accounts
	Fraud by False Representation - Other Fraud
	Fraud by Failing to Disclose Information
	Fraud by Abuse of Position
	Other forgery
	Cheque and Credit card fraud
	Obtaining Services Dishonestly
	Forgery or use of false drug prescription

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