



## 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



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
<b>£101</b>	<b>£43</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>£71</b>

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
<b>£37</b>	<b>£8</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>£37</b>

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
<b>£171</b>	<b>£111</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>£140</b>



- Police officers (exc. overtime)

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

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%	<b>3.2%</b>	<b>37</b>	<b>37</b>	<b>30</b>

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	<b>£40.2</b>	<b>2</b>	<b>2</b>	<b>13</b>	<b>£51</b>

- Police staff cost per FTE

COLP VALUE	AVERAGE	RANK 2012	RANK 2011	RANK 2010/11
£38.6k	<b>£32.2k</b>	<b>1</b>	<b>1</b>	<b>1</b>

- PCSOs FTE/1000

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



- PCSO cost per FTE

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

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%	<b>25.3%</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>37.9%</b>

- Supplies & Services

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

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	<b>£194</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>£270</b>

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	<b>£134</b>	<b>1</b>	<b>6</b>	<b>1</b>	£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	<b>£14</b>	<b>1</b>	<b>N/A</b>	<b>N/A</b>	<b>£73</b>

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	<b>£7.8</b>	<b>1</b>	<b>1</b>	<b>1</b>



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-



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	<b>£193.81</b>	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	<b>0.24</b>	<b>42</b>	<b>42</b>	<b>41</b>	<b>0.052</b>

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%	<b>14.3%</b>	<b>1</b>	<b>11</b>	<b>2</b>	<b>16.9%</b>

- Superintendents (inc chiefs)

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

- Constables per Sgt

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



- 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 there 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 than 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**

<b>COLP VALUE</b>	<b>AVERAGE</b>	<b>RANK 2012</b>	<b>RANK 2011</b>	<b>RANK 2010/11</b>
£2.04	<b>£1.02</b>	<b>3</b>	<b>N/A</b>	<b>N/A</b>

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)**

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

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.

#### **INTELLIGENCE cost per head of population p42/43**

- Total costs

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

- Intel Analyst/Threat assessment

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

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

<b>COLP VALUE</b>	<b>AVERAGE</b>	<b>RANK 2012</b>	<b>RANK 2011</b>	<b>RANK 2010/11</b>
£31.44	<b>£15.39</b>	<b>1</b>	<b>1</b>	<b>3</b>

- Police Officer Salaries

<b>COLP VALUE</b>	<b>AVERAGE</b>	<b>RANK 2012</b>	<b>RANK 2011</b>	<b>RANK 2010/11</b>
£27.2	<b>£11.6</b>	<b>1</b>	<b>N/A</b>	<b>N/A</b>

- Public Protection

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

- Serious and Organised Crime

<b>COLP VALUE</b>	<b>AVERAGE</b>	<b>RANK 2012</b>	<b>RANK 2011</b>	<b>RANK 2010/11</b>
£0.20	<b>£2.30</b>	<b>42</b>	<b>42</b>	<b>N/A</b>



- 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.



### **SANCTION DETECTIONS (rape) p67 (Corporation)**

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

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**

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

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 authorised 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**

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

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**

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

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 1<sup>st</sup> 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-crimes, 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