

Her Majesty's Inspectorate of Constabulary



City of London Police

Baseline Assessment October 2006



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Introduction to Baseline Assessment

Since March 2004, Her Majesty's Inspectorate of Constabulary (HMIC) has conducted a periodic, strategic-level performance review of each Home Office police force in England and Wales. For a range of policing activities, forces are assessed as delivering performance that is Excellent, Good, Fair or Poor. The process is known as baseline assessment (BA) and this report covers the assessment for the financial year 2005/06; performance outside this period is not taken into account in determining grades. The assessments focus on the high-level processes of police forces and their results. The assessments are undertaken by regional HM Inspectors, supported by experienced police officers and police staff on secondment.

BA is designed primarily as a self-assessment, with the degree of validation/reality-checking undertaken by HMIC dependent on a force's overall performance and the rigour of its internal assessment processes. It is important to recognise that BA is not a traditional inspection; rather, it helps HMIC focus its inspection effort where it is most needed. A formal statutory inspection may still be necessary where there is evidence of systemic underperformance and poor leadership.

In addition to the qualitative assessments contained in this report, force performance is also measured by a series of key quantitative indicators. The most important indicators are statutory performance indicators (SPIs), which are determined each year by the Home Secretary and which Police Authorities/forces must report to the Home Office. Examples of SPIs include crime incidence and detection rates, as well as relevant management information such as sickness absence and ethnic recruitment rates. Results for these SPIs are also graded using the Excellent, Good, Fair and Poor categories. These SPI grades are added to HMIC BA grades to provide a fuller picture of police performance; the joint results are published annually in October and can be found on the internet at police.homeoffice.gov.uk/performance

Policing has undergone significant changes in recent years as the country adapts to new forms of terrorism and criminality. As policing is dynamic, so also must be the form of assessment. Dominating much of HMIC's recent thinking is the need for the service to modernise its workforce while providing better 'protective services', as identified in the *Closing the Gap* report published in 2005. On-site activity for the 2005/06 baseline concentrated on these areas, but could not – given ministerial priorities – ignore volume crime and the roll-out of neighbourhood policing. As forces and Police Authorities consider options for change to meet new challenges with constrained resources, a force-by-force balance sheet of strengths and areas for improvement is critical contextual information.

Priority Frameworks

Seven BA areas were designated as priority frameworks for on-site validation, to reflect the need to improve protective services and deliver key policing objectives. These were:

- managing critical incidents and major crime;
- tackling serious and organised criminality;

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- providing specialist operational support;
- strategic roads policing;
- protecting vulnerable people;
- neighbourhood policing; and
- leadership and direction.

These areas were the key focus of on-site validation by HMIC staff; the first five can be loosely classified as protective services. Other frameworks were assessed primarily by desk-top reviews of the evidence submitted by forces, using the framework key issues and specific grading criteria (SGC) as an indicative guide.

Force Amalgamations

Following the challenges highlighted with regard to protective services capability and capacity in the summer of 2005, all forces undertook significant additional work on options to 'close the gap'. The Home Secretary directed that business cases should be prepared and submitted by December 2005. The BA report thus reflects, in many of the frameworks, activity and effort to produce and assess options for change. It is vital to acknowledge the energy and commitment given to the prospect of a major restructuring of the service, which inevitably gave rise to some turbulence during this period.

At the end of July 2006, the Home Secretary indicated that the restructuring of forces would not be pursued at this time. The agenda to improve protective services is to be advanced by forces and Police Authorities through alternative means such as collaboration. Progress to 'narrow the gap' between existing capability and that which is needed will be assessed by HMIC in future inspection activity.

The Grading Process

Forces have been graded for both service delivery and direction of travel. It is important to remember that, for most activities, delivery is measured through the use of most similar force (MSF) groups, whereby forces are compared with peers facing similar policing challenges. For direction of travel, the grade is awarded largely in respect of the force's own previous performance. A vital component of the grading process is SGC, which outlines, for each activity, what represents Excellent, Good, Fair and Poor levels of performance. The criteria were developed in conjunction with expert practitioners and Association of Chief Police Officers (ACPO) business/portfolio leads, who were also involved in the national moderation process to help ensure that these criteria were applied fairly and consistently.

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Service delivery grade

This grade is a reflection of the performance delivery by the force over the assessment period 1 April 2005 to 31 March 2006. One of four grades can be awarded, according to performance assessed against the SGC (see full list of SGCs at <http://inspectorates.homeoffice.gov.uk/hmic/methodologies/baseline-introduction/ba-methodology-06/?version=1>).

Excellent

This grade describes the highest level of performance in service delivery – eg top quartile, where relevant – and achieving full compliance with codes of practice or national guidance. It is expected that few forces will achieve this very high standard for a given activity. To achieve Excellent, forces are expected to have attained **all** the criteria set out in Fair and the vast majority of those set out in Good. In addition, two other factors will attract an Excellent grade:

- The force should be recognised, or be able to act, as a ‘beacon’ to others, and be accepted within the service as a source of leading-edge practice. Examples where other forces have successfully imported practices would be good evidence of this.
- HMIC is committed to supporting innovative forces and we would expect Excellent forces to have introduced and evaluated new ways of improving performance.

Good

Good is defined in the Collins dictionary as ‘of a high quality or level’ and denotes performance above the norm – in many cases, performance that is above the MSF average. To reach this standard, forces have to meet in full the criteria set out in Fair and most of the criteria set out in Good.

Fair

Fair is the delivery of an acceptable level of service. To achieve a Fair grading, forces must achieve all of the significant criteria set out in the Fair SGC. HMIC would expect that, across most activities, the largest number of grades would be awarded at this level.

Poor

Poor represents an unacceptable level of service. To attract this very critical grade, a force must have fallen well short of a significant number of criteria set out in the SGC for Fair. In some cases, failure to achieve a single critical criterion may alone warrant a Poor grade. Such dominant criteria will always be flagged in the SGC.

Direction of Travel Grade

This grade is a reflection of the force’s change in performance between the assessment period and the previous year. For BA 2006, this is the change between the financial years 2004/05 and 2005/06. The potential grades for direction of travel are as follows.

Improved

This reflects a **significant** improvement in the performance of the force.

Stable

This denotes no significant change in performance.

Declined

This is where there has been a significant decline in the performance of the force.

Good Practice

In addition to assessing force performance, one of HMIC's key roles is to identify and share good practice within the police service. Much good practice is identified as HMIC conducts its assessments; in addition, each force is given the opportunity to submit examples of its good practice. HMIC has selected three of these examples to publish in this report. The key criteria for each example is that the work has been evaluated by the force and is easily transferable to other forces. (Each force has provided a contact name and telephone number, should further information be required.) HMIC has not conducted any independent evaluation of the examples of good practice provided.

Future HMIC Inspection Activity

Although HMIC must continue to maintain a watching brief on all performance areas, it will become more risk-driven in its future inspection activity. Protective services will be the core of inspection programmes, tailored to capacity, capability and the likelihood of exposure to threats from organised criminality, terrorism and so on. Until its full implementation in April 2008, neighbourhood policing will also demand attention. Conversely, those areas where strong performance is signalled by SPI results, such as volume crime reduction and investigation, will receive relatively little scrutiny.

The Government has announced that, in real terms, there will be little or no growth in Police Authority/force budgets over the next three years. Forces will therefore have to maintain, and in some areas improve, performance without additional resources. This in itself creates a risk to police delivery and HMIC has therefore included a strategic financial assessment for all forces in its future inspection programme.

Baseline Assessment 2006 Frameworks			
1 Citizen Focus (PPAF Domain A)			
1A Fairness and Equality in Service Delivery <ul style="list-style-type: none"> • Equality of service delivery • Community cohesion • Engaging with minority groups • Hate-crime reduction and investigation 	1B Neighbourhood Policing and Problem Solving <ul style="list-style-type: none"> • Effective mechanisms for obtaining community views • Responding to local priorities • Effective interventions and problem solving with partners and communities • Operational activity to reassure communities • Use of media to market success • Uniformed patrol and visibility • Extended police family • Performance in reducing fear of crime 	1C Customer Service and Accessibility <ul style="list-style-type: none"> • Quality of service to victims and witnesses • Customer care • Responding to customer needs • Accessibility of policing services 	1D Professional Standards <ul style="list-style-type: none"> • Investigation of public complaints • Improving professional standards • Combating corruption and promoting ethical behaviour • Reducing complaints and learning lessons
2 Reducing Crime (PPAF Domain 1)			
2A Volume Crime Reduction <ul style="list-style-type: none"> • Crime strategy • Performance in reducing volume crime • Levels of crime compared with peers • Problem solving • National Crime Recording Standard (NCRS) compliance 			

3 Investigating Crime (PPAF Domain 2)		
<p>3A Managing Critical Incidents and Major Crime</p> <ul style="list-style-type: none"> • Detection rates for murder, rape and other serious crime • Integration with overall crime strategy • Compliance with Association of Chief Police Officers (ACPO) murder manual • Early identification of critical incidents that may escalate into major inquiries 	<p>3B Tackling Serious and Organised Criminality</p> <ul style="list-style-type: none"> • Crime that crosses basic command unit (BCU) and/or force boundaries • Support for regional intelligence and operations • Asset recovery (Proceeds of Crime Act – POCA) • Effective targeted operations • Quality packages with the Serious Organised Crime Agency (SOCA) 	<p>3C Volume Crime Investigation</p> <ul style="list-style-type: none"> • Crime strategy • Crime recording • Investigative skills, eg interviewing • Automatic number plate recognition (ANPR) • Detection performance
<p>3D Improving Forensic Performance</p> <ul style="list-style-type: none"> • Specialist scientific support • Use of National Automated Fingerprint Identification System (NAFIS), DNA, etc • Integrated management of processes • Performance in forensic identification and detection 	<p>3E Criminal Justice Processes</p> <ul style="list-style-type: none"> • Quality and timeliness of case files • Custody management/prisoner handing • Youth justice • Police National Computer (PNC) compliance 	
4 Promoting Safety (PPAF Domain 3)		
<p>4A Reducing Anti-Social Behaviour (ASB)</p> <ul style="list-style-type: none"> • Non-crime activities of crime and disorder reduction partnerships (CDRPs) and other partnerships • Use of ASB legislation, tools, etc 	<p>4B Protecting Vulnerable People</p> <ul style="list-style-type: none"> • Child abuse • Domestic violence • Multi-agency police protection arrangements (MAPPAs)/sex offender management • Missing persons 	
5 Providing Assistance (PPAF Domain 4)		
<p>5A Contact Management</p> <ul style="list-style-type: none"> • All aspects of call handling and call management • Initial incident response • Early identification of critical incidents • Performance in answering and responding to public calls 	<p>5B Providing Specialist Operational Support</p> <ul style="list-style-type: none"> • Management of central operational support • Police use of firearms • Capability for policing major events/incidents 	<p>5C Strategic Roads Policing</p> <ul style="list-style-type: none"> • Effectiveness of arrangements for roads policing • Integration/support for other operational activity • Road safety partnerships

6 Resource Use (PPAF Domain B)		
<p>6A Human Resource (HR) Management</p> <ul style="list-style-type: none"> • HR strategy and costed plan • Key HR issues not covered in 6B or 6C • Health and safety • Performance in key HR indicators 	<p>6B Training, Development and Organisational Learning</p> <ul style="list-style-type: none"> • Costed training strategy and delivery plan • Key training and development issues 	<p>6C Race and Diversity</p> <ul style="list-style-type: none"> • Action to promote fairness in relation to race, gender, faith, age, sexual orientation and disability • Performance in meeting key targets
<p>6D Managing Financial and Physical Resources</p> <ul style="list-style-type: none"> • Resource availability • Effective use of resources to support front-line activity • Devolved budgets • Finance, estates, procurement and fleet management functions • Demand management 	<p>6E Information Management</p> <ul style="list-style-type: none"> • Information systems/ information technology (IS/IT) strategy and its implementation • Programme and project management • Customer service • Adequacy of key systems • Business continuity/disaster recovery 	<p>6F National Intelligence Model (NIM)</p> <ul style="list-style-type: none"> • Extent to which structures, processes and products meet NIM standards • Integration of NIM with force planning and performance management • Use of community intelligence • Application of NIM to non-crime areas
7 Leadership and Direction		
<p>7A Leadership</p> <ul style="list-style-type: none"> • Extent to which the chief officer team is visible and dynamic, sets and upholds a vision, values and standards, promotes a learning culture, and sustains a well-motivated workforce • Effectiveness of succession planning • Promotion of corporacy 	<p>7B Performance Management and Continuous Improvement</p> <ul style="list-style-type: none"> • Effective performance management structures and processes at all levels • Quality and timeliness of performance/management information • Internal inspection/audit/ quality assurance (QA) systems • Effectiveness of joint force/PA best value reviews (BVRs) 	

Force Overview and Context

Geographical Description of Force Area

The City of London Police (CoLP) is the Home Office force responsible for the City of London, policing the 'Square Mile'; the capital of international finance and one of the world's leading business centres. The force is also responsible for policing the City's bridges, including Blackfriars, Millennium, Southwark, London and Tower bridges. The City comprises a geographical area of 290 hectares or 1.22 square miles. Its boundaries extend to the River Thames, and the London boroughs of Tower Hamlets, Hackney, Islington, Camden, and the City of Westminster.

Geographically, the force is the smallest territorial police force in the United Kingdom. The force's headquarters is at Wood Street Police Station, with the City being divided into two divisions (basic command units (BCUs)) for territorial policing. These divisions are Snow Hill (CP4) in the west and Bishopsgate (CP6) in the east. Four other BCUs (anti-terrorism and public order (AT-PO), serious crime, economic crime (EC) and corporate support) provide specialist policing services in the City and beyond. The City of London Corporation is, uniquely, both the local authority and the police authority for the 'Square Mile' and the boundaries are co-terminous. The majority of the City of London's police authority (PA) responsibilities are delegated to its police committee, whose members include residents, people working in the City and Lay Justices drawn from the electoral wards in the City. The City of London's franchise is also unique, since there is a business vote in addition to the usual residential electorate.

The City is a world financial centre whose role is of vital importance to the country and contains a large number of iconic sites and major business institutions, many of them sensitive. The City hosts a large number of ceremonial and other public events at the Guildhall and Mansion House, and has one of the largest arts centres in the world at the Barbican. It has a relatively small resident population, but very large working and transient populations. There are three schools in the area. The City of London is a unique environment within the country and has very particular policing requirements. The force needs to balance national priorities and the needs of the City. The force's strategic priorities detailed below are a direct manifestation of its geographical and demographic characteristics.

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

Demographic Description of Force Area

As well as being the UK's leading financial and business capital, there is a residential community of approximately 8,000 people, in 5,512 dwellings in the City, and a daily working population in excess of 300,000 people. The City's resident population is concentrated in the Barbican and Golden Lane estates to the west, and the Middlesex Street and Mansell Street estates to the east. However, there has been increasing

residential development in other areas in recent years, particularly on the Islington border and around Smithfield.

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

Nearly 80% of the population is from a white ethnic classification. The next largest ethnic group is Bangladeshi at 3.8%, followed by Indian at 2.2%. Just over half of all residents described themselves as Christians, while those who would describe themselves as having no religion stood at 25%. Muslims and Sikhs account for 5.6% and 0.3% respectively. There is a higher than average number of Jewish people, nearly six times the England and Wales average at 3.1% in the City. The City has a long history of Jewish immigration.

From the 32 surrounding boroughs, the City ranks highest in terms of employment levels. At 60%, the City is ranked first again in terms of level of education. Those who live in the Square Mile are three times more likely than the national average to have degree-level education or higher. Correspondingly, residents are the least likely to not have qualifications.

The City's population has an average age of 40.6 years (average for England and Wales is 38.7 years).

Structural Description of Force including Staff Changes at Chief Officer Level

The Association of Chief Police Officers (ACPO) team consists of the Commissioner, an assistant commissioner (AC) who has the operational lead, a commander who leads on the support portfolio and a police staff member of the ACPO team who is the director of corporate support (DoCS). Reporting to the ACPO team are five BCUs, two geographical at Snowhill and Bishopsgate, AT-PO, serious crime and EC. The Commissioner retired in June 2006. Continuity and stability within the top team is, however, being maintained with both the AC and the commander moving up temporarily to the next rank. The post of commander was filled in July 2006.

Strategic Priorities

The CoLP strives to provide a high-quality police service in the City of London and work with the community, other organisations and agencies to promote a safe, peaceful and crime-free environment.

The force's strategic priorities are to deter criminal terrorist activity, deter economic crime activity, prevent, deter and positively respond to public disorder and provide high-quality community policing. In achieving these aims, there are certain key values that the force seeks to adopt:

- To be sensitive, open and fair to the public and their own staff
- To encourage equal opportunities
- To encourage participation and consult the public and their staff
- To treat people as individuals
- To act with honesty, compassion, courtesy and patience.

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In addition the force responds positively to national policing initiatives and this is reflected in the various frameworks below.

Impact of Workforce Modernisation and Strategic Force Development

The force has approached workforce modernisation as an incremental process. A more radical approach is made difficult due to the unique employment status of the civilian staff in the CoLP. The HR director has, over the past year, been engaged in a series of discussions and negotiations with the City of London Corporation, with a view to removing some of the barriers to implementing the workforce modernisation programme in its entirety. It is hoped that further detail will be included in next years' baseline assessment. Nevertheless, the workforce modernisation programme has been a strategic driver in HR management; developments during 2005 and plans for 2006 include:

- Police community support officers (PCSOs)
- Civilian investigators in EC BCU
- Recruitment bursaries
- Initial probationer learning and development programme (IPLDP) in collaboration with the British Transport Police (BTP) and the City University
- The promotion of the core leadership development programme (CLDP) and the senior leadership development programme (SLDP) and the forthcoming national senior careers advisory service
- Introduction and promotion of flexible working
- More special constables deployed in specialist roles, eg in roads policing units (RPU's)
- Increased use of reasonable adjustments under the Disability Discrimination Act (DDA).

As part of the restructuring considerations, some debate has occurred about the future of the CoLP and the Metropolitan Police Service (MPS). The force made a clear and determined case for continued operation providing services customised to the City needs. The CoLP has seen the police structures review as an opportunity to conduct a high-level self-assessment of its performance in relation to the areas under scrutiny. The force has consequently begun to bridge the gaps identified in service capacity and capability.

Concurrent to this period of change and intrinsically linked to the force's future, is the HM Treasury led national fraud review, which is due to report towards the end of this summer. The CoLP has been called upon by the national fraud review team to inform its findings, and has assisted in providing resources to the various work streams of this project. As the lead force for the South East region in the investigation of economic crime, the CoLP has been consulted throughout the process regarding additional responsibilities the force might assume following the review. Given its existing expertise in combating economic crime, the CoLP is an option for the development of a national lead force for fraud. Its remit would include the development and management of a national fraud reporting centre, the dissemination of intelligence and analysis to other forces' fraud squads, as well as acting as a centre of excellence for fraud investigations. It is relevant that in its existing capacity as the lead force for investigating fraud within the South East region, the CoLP has already

taken on major investigations within the region that other forces or the serious fraud office (SFO) have been unable to resource. The force has exceeded the expectations for caseload capacity by investigating twelve major inquiries in the period during which it was expected to investigate four.

Major Achievements

- Year-on-year crime reduction and increased detection rates.
- The force's contribution to the pan-London response to the July 2005 atrocities. The CoLP's excellent response to these events formed part of the well-established Operation Benbow, implemented as a result of the occurrences, with good co-ordination taking place between the three police forces of the CoLP, the MPS and BTP, other emergency services and partners.
- High-quality service delivery throughout 2005, with a low crime rate and a high detection rate.
- The CoLP has recently achieved Investors in People (IiP) status.
- Twelve SFO-sized investigations conducted on behalf of the South East region, when the force was only required to manage four.
- Introduction of PCSOs, and incorporation into the ward teams.
- The joint PA/force response to the protective services and police structures reviews.

Major Challenges for the Future

Specific Issues

- Tackling terrorism.
- Tackling economic crime.
- The CoLP has a serious financial gap in forthcoming years which has followed a sustained period of growth. In 2006/07 this gap will be £7 million.
- The force has links with the MPS in order to ensure the effective provision of operational resources to support policing, ie public order, firearms and major crime investigation. The CoLP intends to build on existing collaboration.

Summary of Judgements	Grade	Direction of Travel
Citizen Focus		
Fairness and Equality in Service Delivery	Good	Stable
Neighbourhood Policing and Problem Solving	Fair	Improved
Customer Service and Accessibility	Good	Improved
Professional Standards	Fair	Not Graded
Reducing Crime		
Volume Crime Reduction	Good	Improved
Investigating Crime		
Managing Critical Incidents and Major Crime	Good	Improved
Tackling Serious and Organised Criminality	Good	Improved
Volume Crime Investigation	Good	Improved
Improving Forensic Performance	Fair	Improved
Criminal Justice Processes	Good	Stable
Promoting Safety		
Reducing Anti-Social Behaviour	Good	Improved
Protecting Vulnerable People	Fair	Improved
Providing Assistance		
Contact Management	Fair	Improved
Providing Specialist Operational Support	Good	Improved
Strategic Roads Policing	Good	Stable
Resource Use		
Human Resource Management	Good	Improved
Training, Development and Organisational Learning	Good	Improved
Race and Diversity	Good	Improved
Managing Financial and Physical Resources	Fair	Stable
Information Management	Good	Improved
National Intelligence Model	Fair	Stable
Leadership and Direction		
Leadership	Good	Not Graded
Performance Management and Continuous Improvement	Good	Stable

1 Citizen Focus (Domain A)

1A Fairness and Equality in Service Delivery

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
0	15	28	0

Contextual Factors

Fairness and equality in service delivery is driven effectively and diversity is proactively championed by the Commissioner. The force has a diversity strategy and has also fully embraced its duty to provide race equality and published and reviewed a comprehensive race equality scheme (RES), led by a senior officer.

The investigation of hate crime is well resourced and managed by a dedicated hate crime and domestic violence unit (HCDVU). There are sound policies in place to support the work of this unit. Additionally, owing to the low volume of this type of crime/incident in the City, performance in this area is monitored robustly, and positive efforts continue to be made to encourage reporting.

Key strategies and policies are communicated well internally, via the intranet and in various publications. Fairness and equality issues feature in external publications and on the force's website. The involvement of the independent advisory group (IAG) in the development of force policies continues and consultation with the force's representative minority groups on all policies is undertaken.

A race and diversity unit co-ordinates the response to recommendations made in national reports, and there is a clear, well-managed programme for implementation of these recommendations. A CoLP chief inspector has recently received an award for leadership from the British Association of Women Police (BAWP) for her work as joint chair of the CoLP Women's Network.

The force continues to use external consultation constructively and dovetail its efforts in this area with those of the City of London Corporation, to ensure inclusion of all community groups.

Work has been undertaken to improve equality of service delivery working with partners, including an access audit to ensure compliance with the DDA and the Race Relations (Amendment) Act (RRAA). 'Self reporting' and third-party reporting facilities have been made available; Language Line and key publications are available in other languages. An identified area for improvement is to ensure that lessons learnt from employment tribunals

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(ETs) are fed back into the organisation at the right level and this is being taken forward by HR, DoCS and the commander, in terms of educating staff.

The force acknowledges its responsibility in the provision of equality of service in relation to stop and search. As a result, a further independent study was commissioned by the AC to analyse CoLP stop and search data. This will go some way to informing policy and practice in this area.

The force ensures that all staff undertake the necessary training to deliver services fairly to individuals and communities, including race and diversity training at the appropriate levels for specific roles undertaken in the organisation. The integrated competency framework (ICF) competencies have also been fully adopted and all role profiles include activities and behaviours on 'Respect for Race and Diversity' performance, which is monitored in annual personal development reviews (PDRs). Access to training in RRAA has been made available via an e-learning programme and BCU heads have ensured that staff will complete this by May 2006.

Strengths

- The Commissioner provides a clear lead on the management of diversity and equality issues. There is visible commitment to continuous improvement in this area, demonstrated by the shared ownership within the chief officer team, which provides very clear signals from the top of the organisation.
- The Commissioner chairs the diversity action group (DAG) and is supported in this role by the commander. The Commissioner takes an active approach in ensuring diversity and equality awareness is raised at every opportunity.
- The force has an RES manager and a compliant RES that has been reviewed and is available on the intranet and internet.
- The CoLP is working to a comprehensive diversity implementation plan (Approaches 4), which draws together recommendations from recent national reports, and delivery on the plan is monitored at a strategic level by DAG. A tactical diversity progress board, chaired by the DoCS, monitors the various groups and practitioner work streams involved at a lower level.
- The diversity excellence model (DEM) has been used by the force to contribute to the current diversity implementation plan. The CoLP has also used other evaluation techniques, including the Stonewall Diversity Champions Index and the Disability Standard in order to allow effective benchmarking.
- The CoLP has a range of policies and strategies in place to promote the understanding of race and diversity matters. Key documents such as the latest RES, the diversity strategy, the Approaches 4 action plan and the diversity communications strategy are all available on the force intranet. In addition, the force's environmental scanning publication (CESAR), which highlights fairness and equality issues, is also detailed on an internal webpage.
- The CoLP has in the past commissioned a major research project into the use of stop and search, conducted by the London Guildhall University, which examined the proportionality of police use of powers. This has been followed up by further research in this area undertaken by the London Metropolitan University, this time

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commissioned by the AC. The results of this latter survey found no decisive evidence of disproportionality and concluded that the CoLP does not systematically target particular populations because of their visible ethnic status. The finding also highlighted that the justification for stops had changed considerably, however, not unsurprisingly oriented towards anti-terrorism.

- Staff are undertaking an e-learning programme for RRAA. An access audit was completed in 2005 to ensure compliance with DDA. Initiatives such as Language Line have been implemented and language cards have been given to all officers.
- The CoLP is cognisant of the new statutory requirement to have in place, by the end of the year, a disability equality scheme and a gender equality scheme and work is ongoing to ensure compliance.
- The force realises the value of victims and witnesses and is dedicated to supporting them. A vulnerable and intimidated witness policy has just been published. There is a dedicated witness care unit within the criminal justice unit (CJU) and victim support is offered as part of the initial contact process.
- The force is a member of 'good practice' networks, including the police diversity trainers network, national police practitioners network, pan-London Communities Together strategy group and South East region Way Forward group.
- There are dedicated, well-trained resources for the investigation of hate crime commensurate with the levels of relevant incidents, and performance in this area is robustly monitored.
- The force has worked successfully with partners to improve equality of service delivery through self-reporting schemes, such as True Vision, which are monitored by the HCDVU.
- The force continues to have a comprehensive approach to community consultation and engagement. There is ongoing consultation with community representatives including the IAG, local race equality councils, ward council members, members of the crime and disorder reduction partnership (CDRP) and Corporation partners.
- The force has adopted the ICF, which ensures all PDRs contain diversity competencies and objectives. There is an ongoing programme of diversity training for new joiners and transferees, both generic and role specific for specialist posts/roles. More recently, all members of staff were required to complete the race and diversity e-learning programme for the RRAA.
- There is good community involvement in the design and delivery of training, including the entry level diversity course, and the one-week and three-week diversity trainers courses, which involve four community trainers who speak on different issues. There is also IAG involvement in firearms training. Victims and witnesses are supported well by the dedicated witness care unit in the crime section of the CJU, which ensures the correct information and level of support is given. The unit also makes facilities available, such as the use of a dedicated vehicle to and from court.
- Community impact assessments (CIAs) are undertaken for every pre-planned operation and generic CIAs are being written for stop and search and counter-terrorism (CT) tactical options.

- Regular customer satisfaction surveys are completed by the management information unit (MIU) and results fed back into the performance management group (PMG) and made available to all via the force intranet.
- A chief inspector has received the BAWP award for leadership for her work as joint chair of the CoLP Women’s Network.

Areas for Improvement

- BCU commanders have recently been allocated lead responsibility for diversity strands, whereas one BCU commander previously had overall responsibility. There is a need to ensure that each of these commanders is fully engaged and driving improvements in their respective lead areas and that effective liaison is established with representative associations.
- The force needs to ensure that lessons learnt from ETs are fed back into the organisation at the right level, particularly in relation to educating first and second-line managers. HR has taken this issue on board in terms of educating relevant staff.
- An access audit took place in 2005 and the force used the City of London’s access team to report on issues for people with disabilities and efforts have been made to improve front entrances to buildings. Although there is wheelchair access, further improvements have been identified. However, these are currently being thwarted by the listed building status of two of the buildings concerned.

1B Neighbourhood Policing and Problem Solving

Grade	Direction of Travel
Fair	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
4	18	20	1

National Position

Neighbourhood Policing (NHP) is a national programme and its expectations are based on national research. This framework differs from others because the grade awarded reflects the force's ability to roll out NHP progressively, year on year, until its implementation date of April 2008. This focus on programme delivery and the need for continual improvement are reflected in the grades. Therefore, in this framework it is significantly more challenging for a force to maintain the same grade as last year.

HMIC has awarded an Improved direction of travel where forces are actively progressing implementation, have improved their performance and have allocated significant resources to deliver NHP. As a result, most forces have an Improved direction of travel. However, this assessment has also highlighted the significant demands of the NHP programme and the vulnerability of some forces that are failing to maintain the pace of implementation.

Contextual Factors

The CoLP believes that the fundamental principles underpinning neighbourhood policing have been mainstreamed into policing within the CoLP for some time, albeit under the name of ward policing. The force therefore feels that this 'branding' has been so successful that there are no plans to change it to neighbourhood policing.

Ward policing was launched in the City of London on 20 February 2004. The City's existing wards provided an ideal structure for the CoLP to engage with, and be accountable within, a democratic process. The City is unique nationally in having the only PA that is 100% directly elected, and the ward policing structure created a direct link on a ward-by-ward basis between the elected members, the police and the residential and business communities.

From its introduction, ward policing ensured that the focus on community policing was not lost among other work supporting the remaining force priorities.

Ward cluster teams play a vital role in ensuring that concerns felt by local businesses and residents on public order and terrorism, among many other things, are fed directly into the force. They have also built on the success of the community beat officer system they replaced in gathering local intelligence, eg to help ensure that wider policing resources are effectively targeted to address problems felt locally.

Each ward now has dedicated, named and accessible resources that cannot be routinely abstracted to support other operational activities.

The national neighbourhood policing project, with Bishopsgate as the pathfinder BCU, is effectively developing the success of ward policing even further. Improved intelligence sharing and partner involvement will be rolled out across the force as it develops, and work has commenced to develop the concept of the 'virtual' neighbourhoods that exist within the physical neighbourhoods, and how policing services to these groups can be further enhanced. As with neighbourhood policing generally, however, this concept is not new to the CoLP; bespoke services have been delivered to different sections of the community for some time, be they the insurance or banking industry, the licensing trade, or a particular group of residents.

Strengths

- Inclusion of neighbourhood policing as one of the only four priorities for the force indicates a strong intention that the concept should be part of mainstream activity and there has clearly been activity to integrate it with the National Intelligence Model (NIM) principles.
- The CoLP has linked ward policing in with the overall citizen focus agenda through the local police reform group, the head of strategic planning and the policy unit. The force now has in place a documented organisational strategy for ward policing that links the organisation's strategic plans to BCU delivery at a local level.
- The strategic aims of the local strategic partnership (LSP), the PA, the Corporation of London and the CDRP are closely linked, having in place complementary targets. It is clear that the PA is extremely supportive of ward policing.
- There is clear evidence of commitment and leadership at force and BCU level for ward policing. One example of this commitment is the fact that the organisation has appointed an inspector as the project manager for ward policing, whose sole remit is the continued development of the concept within the CoLP.
- The CoLP has a clear definition of ward policing, which it feels is fit for purpose for neighbourhood policing. Due to the geographic size of the individual wards, these have been grouped together into clusters. Each cluster consists of not only a police sergeant, several constables and PCSOs, but the establishment also includes members of the special constabulary, a crime reduction officer and a dedicated detective. This formation ensures that ward policing teams have a good mix of staff with various expertise and disciplines.
- Accountability at a local level is extremely strong, facilitated enormously by the existing ward structure, which sees elected representatives working alongside police, partners and community representatives to improve quality of life and services to the individual wards. There is evidence that there are effective processes in place to ensure the communities know the name and contact details of their respective ward officers. Such media includes details posted on the force website and distribution of posters, and bespoke newsletters for each ward. Work is also under way to further enhance the awareness among the public and businesses through the force's local policing summary.
- The force has devised specific performance indicators for the ward officers that measure a number of different components relating to community engagement, predominantly quantitative based. The teams are measured in relation to various indicators, such as the number of public meetings held and issues that are resolved. In addition, community-related performance data, eg satisfaction levels, is monitored and evaluated at both local and force level.
- The CoLP actively seeks out external funding opportunities to address local issues. One example is where £40,000 was obtained through the CDRP to improve recreational facilities on a local estate to try and address anti-social

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behaviour (ASB). Funds are also identified and used to provide interpreters in order to facilitate initial engagement with hard to hear groups within the City, eg Bangladeshi females.

- The ward policing champion, the BCU commander at Bishopsgate, clearly shows strong commitment to ensuring a meaningful performance regime is in place for ward policing. The newly appointed project manager is firmly following this lead.
- Staff working on ward policing, up to and including the rank of inspector, are now provided with clear performance expectations within the developing performance management framework that is in place.
- The CoLP has in place an abstraction policy for ward policing staff that is closely monitored to ensure adherence.
- The CoLP has a highly structured approach to ASB issues, which is contained within an ASB strategy that is complementary to the ward policing organisational strategy. In addition, the force is cognisant of the Respect Agenda, which is illustrated by the force having a Respect Agenda action plan that influences the development of ward policing in the City of London.
- The CoLP's relationship and history of engagement with its community and partners has always been extremely strong, therefore minimal work has been required to introduce ward policing principles, meaning that effort can be put into refining aspects of ward policing around intelligence sharing and active involvement of the community in policing.
- The CoLP is developing a unique concept of 'virtual communities'. One major financial company has five offices within the Square Mile with 17,000 employees. This is regarded by the CoLP as a community in its own right. PCSOs are being used as the point of contact for such groups.
- Volunteer groups are utilised by the CoLP where possible; an innovative approach has been to use volunteers from the business community as part of Project Griffin, an initiative that is being replicated by forces nationally and abroad.
- The majority of ward constables have received comprehensive training in the Integra intelligence database ensuring they can make the best use of the intelligence gathered to solve problems. Some ward teams have been on a crime reduction course tailored specifically to the needs of community officers.
- The force has a structured programme for probationers, who undertake a one-month attachment to a ward policing team during their probationary period.
- There is evidence that the CoLP encourages collaborative partnership working. For example, police staff are co-located with their counterparts within CDRP. The ward teams have undertaken some joint training with partners but attempts to widen this to involve representatives from the business community have proved difficult. Work to address this will continue.

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- Ward profiles are maintained for each ward, which include comprehensive maps, lists of key community figures, Aldermen and councillors, current crime statistics and quarterly action plans. The planned process for updating these profiles is through using information provided by the MIU and intelligence from interface meetings and community intelligence.

Work in Progress

- The force has acknowledged that work needs to be undertaken to improve the roles, responsibilities and training of the PCSOs. To this end, six recommendations for change have been approved and work is ongoing to address these issues.

Areas for Improvement

- A force programme plan is currently being developed to incorporate milestones and timescales for the full roll-out of the new style of ward policing across the organisation. An accompanying PID for this implementation is currently being written by the newly appointed project manager.
- Although the pathfinder BCU has identified key individual networks that are being used to support the wards in local priority setting, there are currently no such support networks in place within the other BCU of the force to provide this function. The newly appointed project manager is working on the initiative to introduce community panels as well as ways to strengthen the links with the hard to hear communities.
- Although the CoLP does not have an integrated community engagement strategy with partners, there is a strong willingness and a keen awareness within the force of the need to have in place comprehensive engagement mechanisms in particular with some ethnic minority groups. There is evidence of regular engagement through formal and informal means. The CoLP's consultation forum's role is to co-ordinate consultation around the force. Its work is closely allied to that of the strategic level partnership forum, which deals with more of the engagement aspect of policing. The force should now develop a joint strategy in collaboration with partners containing the various strands of activity, such as the different engagement methods employed, the process for establishing ward policing priorities and details of the review and evaluation process.
- The force has recently revised its communication strategy for ward policing. This is primarily police focused and does not clearly show linkages with the CDRP approach. There is in fact a separate CDRP strategy in existence. The aim for the future should be for the force and the CDRP to produce a joint communications and media strategy covering both internal and external communication matters in order to pull together the various strands. This should be championed by a senior officer but with an individual responsible for progressing the various strands contained therein.
- The force has in place a good process whereby all crime reduction initiatives are evaluated using the scanning, analysis, response, assessment (SARA) model. Initiatives are further reviewed at the local tasking and management meetings. In order for the force to 'complete the loop', there needs to be systems in place to ensure good problem-solving practice is shared and disseminated to relevant stakeholders both inside and outside of the organisation

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- There is evidence that ward teams are deployed through NIM-based tasking, however the force acknowledges that the links with the force-level NIM tasking need to be further developed.
- Although there is evidence of the co-ordination of police operations between the police and the CDRP, further development is needed to involve the CDRP as much as a driver in ward policing as the CoLP.
- Although there is some evidence of joint tasking with partners, the force acknowledges there are opportunities to strengthen arrangements for the joint assessment and planning of operations. There is also a need to review the analytical capacity within the organisation to ensure that there are sufficient resources in this area to provide an effective service to the ward teams.
- Now that the neighbourhood policing project is being rolled out across the force, there is a need to expand the change management aspects of the initiative to include internal partners, such as training and HR. In relation to HR, future strategies need to incorporate considerations for ward policing staff. The force would also benefit from the inclusion of wider business/community representation. This would address any barriers to strategic implementation of the programme.
- The CoLP needs to ensure that all ward policing staff are trained to input on Integra, so that community intelligence is submitted direct to the divisional intelligence unit (DIU) to streamline the process. The DIU is currently developing a community briefing process that will form part of the daily NIM briefing for patrolling officers.
- Although the force has a recently produced force media strategy, there is no formal method of assessing or evaluating the media impact.
- The force is reviewing the process of succession planning for staff working within the ward policing project.

1C Customer Service and Accessibility

Grade	Direction of Travel
Good	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
0	19	22	2

Contextual Factors

The force enjoys high levels of satisfaction among the communities it serves; this includes City workers and members of the business community, as well as the residential population.

There is an implementation plan to ensure compliance with the Quality of Service Commitment (QoSC) by November 2006; this indicates areas where the force is already compliant. This and developments on the national call-handling standards and the single non-emergency number (SNEN) are being led by the superintendent (terrorism). An acting chief inspector is overseeing the day-to-day business for delivery under the QoSC and victims code and acting as a single point of contact (SPOC) for the various unit heads responsible for delivering under the various elements of QoSC. The chief inspector (communications) is responsible for developments for First Contact, call handling and SNEN and is working with partner forces to ensure compliance. Both chief inspectors report to the superintendent, who reports on progress to the police reform co-ordinating group. Further work is required in order to comply with the victims code, particularly at the initial contact and pre-charge stages; this is being addressed currently.

The force has a call-handling strategy, which is currently under review by the chief inspector (communications). The CoLP e-policing project has been progressing, but has suffered from resourcing issues in the past year. A new project manager has been appointed and the organisational change board (OCB) has agreed that the scope of the CoLP's e-policing project will be to include that which can be delivered via the website. Consultants have been appointed to redevelop and redesign the website. Work is under way to allow victims access to view the status of their crimes via the website.

The CoLP is accessible to the communities it serves via the website, front offices at two sites, open 24/7, one HQ site, open from 0730–1930 hrs and has also endeavoured to make itself more accessible by opening a number of 'satellite offices' on residential estates and other buildings in the City, which are open at published times. The force also holds ward surgeries and publishes action plans from these on the website so that individual actions can be monitored by the public.

The CoLP strives to ensure that its staff provide a professional and high-quality service by the provision of training and learning from customer feedback. Feedback is presented to the PMG, which is attended by the BCU commanders. Some individual feedback can be traced back to incidents or crimes and individual officers, and owing to the size of the force,

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remedial action can be undertaken locally. Customer-focused activities and behaviours are included in all relevant role profiles and performance is evidenced and monitored at annual PDR.

The force has a policy and a standard operating procedure (SOP) for contact with victims but this has been allocated for updating. The force has also introduced a case progression unit (CPU) within the CJU in the last year and this has enhanced performance in this area.

Strengths

- There is an implementation plan for QoSC and a dedicated resource co-ordinating its implementation. There is a dedicated senior officer for the implementation of the HMIC thematic report 'First Contact', call handling and SNEN. Both officers report to the superintendent lead, who reports progress to the police reform co-ordinating group.
- The CoLP has high levels of satisfaction within the communities it serves. This is evidenced by survey results and performance reports. The April 2003 MORI poll found that senior city executives (94%), businesses (89%) and residents (85%) were satisfied with the way in which the Square Mile was policed. The City workers panel survey conducted again by MORI in 2005 showed that overall 79% of those interviewed were satisfied with the way the CoLP undertakes its business.
- The CoLP's strategy for accessibility of policing services includes several strands, such as an external website, a call-handling strategy and an e-policing project. Policing services provided by the CoLP are also accessible at its sites in the City (Snow Hill, Bishopsgate, Wood Street and the EC BCU at Bucklersbury House). In addition there are dedicated satellite offices on residential estates and in other parts of the City staffed by the ward constables at certain times of the day.
- Ward surgeries are held and accountability for delivery on the actions raised at these is both accessible and transparent. Progress is communicated via the website. Developments are progressing to give victims of crime access to the status of their crime via the website.
- Specific needs relating to the City communities are identified through research and consultation. The fraud desk and the business advice service and direct line serve the specific needs identified for the substantial business community in the City.
- The force carefully considers customer feedback and complaints and any issues are fed back into the training cycle for staff. Feedback is presented to the PMG, which is attended by all BCU commanders who ensure any training issues are addressed locally; in most cases this can be traced back to individual officers. The AC chairs this group, and any obvious learning points for the organisation are highlighted and taken forward from this group.
- An example where the force has taken on board feedback from customers, and as a result changed practices, is the opening of satellite offices to improve the level of accessibility to their services.

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- A CPU has been created within the CJU. This has enhanced performance in keeping customers informed for Magistrate and Crown Court cases. In addition there are dedicated resources within the EC BCU for liaison with witnesses and victims of this type of crime, which is often of a specialist nature.
- Customer-focused competencies are present in all relevant role profiles, including managers and supervisors, and individual performance is measured in annual PDRs. Letters of appreciation are used as evidence of good performance and are monitored by ACPO and the police committee.
- The force has in place a process to reward and recognise notably good performance in this area with Commissioner's and commander's commendations as well as bonus payments.

Work in Progress

- Keeping victims and witnesses informed about the progress of their case was highlighted as an area for improvement in recent survey results. The force acknowledges this and, as such, it is an area already under some scrutiny. The CPU should go some way in helping the force address this issue.

Areas for Improvement

- The CoLP is compliant with certain elements of the victims code and the QoSC. However, the force acknowledges further work and training is required in certain elements, such as initial contact and pre-charge, to ensure full compliance with the victims code.
- Although guidance on victim care is currently available on the organisation's intranet site, the CoLP has yet to compile an up-to-date general victim care policy.
- Areas of concern raised in customer satisfaction surveys are highlighted and reported to the PMG. However, there appears to be no central process for monitoring improvements made as a result of this feedback.

1D Professional Standards

Grade	Direction of Travel
Fair	Not Graded

National Grade Distribution

Poor	Fair	Good	Excellent
2	16	25	0

National Position

In view of the recent focused inspection activity of professional standards departments across the country, the grade allocated in the national moderation process and publication of the reports in January 2006 will be applied for the purposes of baseline assessment.

The inspections were conducted using a substantial framework of questions under EFQM4 (European Foundation for Quality Management) headings. This framework of questions was forwarded to forces in line with normal baseline methodology, requesting self-assessment and submission of relevant evidence and supporting documentation. This material was then analysed and followed by HMIC inspection teams visiting forces to carry out validation checks and supplementary interviews of key staff and stakeholders. The baseline inspection reports include recommendations as well as areas identified for improvement.

Evidence was gathered, consolidated and reported upon in individual force baseline assessment reports which can be found on the HMIC website:

http://inspectors.homeoffice.gov.uk/hmic/inspect_reports1/baseline-assessments.html

2 Reducing Crime (Domain 1)

2A Volume Crime Reduction

Grade	Direction of Travel
Good	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
1	18	20	4

Contextual Factors

The CoLP has achieved a 2.9% reduction in overall crime for 2005/06, this being the third year reported crime has fallen and now stands 15.9% lower than in 2002/03. In addition, crime performance in relation to locally fixed targets for the majority of the key crime categories has been achieved for 2005/06. There was the lowest instance of domestic burglary for 10 years (25 occurrences) and the number of vehicle crime offences for the year was less than half of the force target (252 compared with 512). In relation to violent crime, although the force achieved a 4.3% reduction on last year, it was slightly outside its set target for this year.

The force continues to undertake targeted initiatives based on analysis of crime, force and local priorities within NIM tasking processes. These include Operations Minaret and Dynamo, (Bishopsgate pre-Christmas 2005 initiative on theft/shoplifting), Operation Ground, a Snow Hill initiative targeting the top ten licensed premises for disorder and theft and Operation Dusk, a Bishopsgate initiative to address violent crime.

Evidence of successful HQ support for crime reduction initiatives includes Operation Hero, a high-visibility initiative aimed at reducing and deterring crime, involving all officers. This normally takes place up to four times a year; however the events of 7/7 temporarily disrupted the schedule. Operations were planned to take place, but owing to the circumstances, activity was integrated into the post-7/7 reassurance initiative. The force has recently resumed this operation.

The unique nature of the CoLP means it is not part of a most similar forces (MSF) group but compares routinely with neighbouring MPS boroughs and previous years' performance. The City of London has a small residential population, and performance measures based on per 1,000 resident population produce an unrealistic picture of crime levels in the City. In relation to the British Crime Survey and its performance data, there is no distinction made between the City of London and the rest of metropolitan London resulting in there being difficulty in drawing meaningful conclusions.

Strengths

- The AC currently holds the operations portfolio and has proactively led activity in crime reduction; the force achieving a reduction of 2.9% in reported crime compared with last year. This is the third year that the CoLP has enjoyed a crime reduction, with crime now 15.9% lower than in 2002/03.

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- The CoLP's performance in relation to locally fixed targets for the majority of the key crime categories has been comprehensively achieved for 2005/06. There was the lowest instance of domestic burglary for 10 years (25 occurrences) and the number of vehicle crime offences for the year was less than half of the force target (252 compared with 512). In relation to violent crime, although the force achieved a 4.3% reduction on last year, it was slightly outside its set target for this year.
- The CoLP has high levels of accuracy and compliance with the Home Office Counting Rules (HOCR) and the National Crime Recording Standard (NCRS). Although a Green rating was achieved in both management arrangements and data quality aspects of the previous review, there is no evidence of complacency. The CoLP clearly demonstrates commitment to NCRS and to the process of continuous improvement. This is evidenced by the organisation achieving a Good grading for management arrangements and an Excellent grading for data quality in the most recent review of crime recording.
- The AC chairs the crime statistics meeting followed by the force tasking and co-ordination group (FTCG) so can address resourcing of crime reduction initiatives expediently, based on other bids and considerations at FTCSG. In addition he also chairs the bi-monthly PMG, at which local and force performance issues are examined in detail.
- Performance in crime reduction is measured locally on a weekly basis with crime reduction representatives attending management meetings and supplying details and results of initiatives to the BCU commander.
- The crime reduction teams are integrated with the ward policing teams to further streamline operational effectiveness.
- The force is fully integrated with the local CDRP, provides resources to the partnership and works on joint targets. The crime and disorder reduction strategy provides clear aims and identifies priority areas, which is a driver for BCU and force activity. There are intelligence-sharing protocols for all partners within the CDRP. Ongoing performance is monitored by the CDRP steering group.
- The CDRP is engaged in tasking and co-ordination processes and a representative attends the local tasking meetings. It leads on diversion programmes to prevent young citizens becoming offenders or re-offending. Through outreach workers, programmes are provided for drug and alcohol rehabilitation and at present there are approximately 36 people in drug care. The crime reduction team is fully integrated with the ward policing team to further streamline operational effectiveness. Other successful partnership working is undertaken in ASB with the BTP, Government Office for London and MPS.
- Both divisions have an analyst as part of the DIU capability and analysis of crime takes place and feeds into local BCU tasking, which then feeds into force tasking. Initiatives are based upon what analysis shows.
- The CoLP undertakes other reduction initiatives with partners such as the benefits agency, immigration, Vehicle and Operator Services Agency (VOSA) and HM Revenue & Customs.

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- The force has successfully used guidance issued by the police standards unit (PSU) on tackling burglary. Bishopsgate designed an initiative based on this to tackle domestic burglary and has made this available to Snow Hill.
- Volume crime reduction is addressed in the force's strategic and tactical assessments, including details of crime patterns together with predictive analysis on trends. The divisional BCU local action plans then set local targets and measure specific crime areas for the respective divisions. For example, the Bishopsgate plan includes a target on reducing violent crime and volume theft.
- Officers on both divisions have received training in problem-oriented policing and are adopting this approach with partners, such as working with homeless people and other outreach workers, social services, drug and alcohol action team (DAAT) and the City of London Corporation. The chief inspector at Snow Hill sits on the commercial sex steering group.
- The force is tackling alcohol-related crime and disorder with partners in many ways. This includes involvement in CDRP-sponsored road shows, Drug Abuse Resistance and Education Programme (DARE) officers raising awareness in schools, and taking part in the Alcohol Misuse Enforcement Campaign, as well as through pub watch schemes and the licensing action group. A best value review (BVR) of alcohol-related crime and disorder was also undertaken and reported to the police committee in September 2005.
- There is evidence of the force's involvement in proactive offender diversion programmes such as drug and alcohol rehabilitation initiatives in partnership with CDRP outreach workers.

Areas for Improvement

- Although the force has introduced a certain level of problem-solving training and an awareness of SARA principles, there is still work to be done to ensure the process is mainstreamed. This will then lead to further crime reduction opportunities within tasking and co-ordination.
- Some evaluation of the effectiveness of crime reduction initiatives does take place in order to achieve best use and deployment of resources. However, the force acknowledges this is an area for further development as closing reports are not consistently completed or recorded for such initiatives.
- Although there is evidence that the CoLP makes some use of Home Office/Crime Concern toolkits, there is opportunity for the force to increase its use of such guidance.

3 Investigating Crime (Domain 2)

3A Managing Critical Incidents and Major Crime

Grade	Direction of Travel
Good	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
5	17	17	4

Contextual Factors

The force lead for management of major crime and critical incidents is the AC, who currently holds the portfolio for operations.

The City’s unique profile means that it experiences an extremely low volume of the types of critical incidents and major crime that this framework focuses upon. In addition, one of the main benefits of having a highly visible ‘walking force’ and a comprehensive traffic and environmental zone supported by technical innovation, such as automated number plate recognition (ANPR and CCTV), is that it deters and prevents the kind of activity that can lead to a major incident. This also means that the likelihood of this occurring is reduced.

In the past year there has been only one, non-fatal shooting in the City (October 2005) and one incident in December 2005, which resulted in the death of the victim nine days later. One offender is charged with murder, and one with manslaughter for this offence. A guilty verdict has recently been given for an attempted murder, which took place in the immediate aftermath of 7/7 at a time when 9% of CoLP resources were also engaged in collaborating with the Scottish forces for the G8 Summit, showing the CoLP’s resilience at a time of exceptional demand. The events of 7/7 had a marked impact on the CoLP, as one of the sites was on the outskirts of the City, at Aldgate. The CoLP’s response and contribution to the pan-London effort was excellent and this work has been acknowledged locally, nationally and internationally.

The force has adopted the national definition of a critical incident and this is incorporated into policy and SOP. Critical incident training has also been delivered to more than 100 officers since April 2005. The strategic assessment gives consideration to current and future threats, particularly in relation to the priority areas and any emerging trends. A strategic firearms assessment is also undertaken by the chief inspector (firearms) and this links into the force strategic assessment.

The CoLP has a good knowledge of its communities and there is good liaison between the residential communities and ward teams, which facilitates the collection and dissemination of community intelligence. This is further enhanced by intelligence-sharing protocols with partners under the CDRP and multi-agency public protection arrangements (MAPPA). The force Special Branch (SB) receives the London-wide community tensions monitoring

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briefing and disseminates intelligence accordingly, through the director of intelligence and into NIM processes. However, tension on any scale is rare among the small residential population and business community. CIAs are undertaken for all pre-planned events and after major crime and critical incidents.

The CoLP has 24/7 City silver cover and call-out rotas in place for senior investigating officers (SIOs) and senior detectives. These are put into practice and have been used for example for attempted murder, shooting and more recently assisting the MPS with enquiries on a kidnap.

As with critical incidents, major investigations into the types of crime described in this framework, such as homicide, kidnap and abduction, do not occur with any regularity in the City. However, the force has the capacity and capability to meet current demand in this area. There are dedicated resources in the major incident room (MIR) and a HOLMES capability. Approximately 15–20% (including the EC BCU) of officers are trained detectives and are experienced in investigating level 2 and level 3 crime.

Strengths

- The AC is the force lead for operations, including the management of major crime and critical incidents.
- The force has adopted the national definition of critical incidents and has a comprehensive up-to-date policy and SOP covering this. There is a good working knowledge of what a critical incident could be at all levels of the organisation.
- The CoLP has a comprehensive strategic assessment. As part of the process, cognisance has been given to both the current and future predictable demand profiles of critical incidents and also provides an assessment of the potential risks and threats associated with major crime issues, such as gun crime and organised criminality. Furthermore CT is one of the main threats to the City of London and these threats are comprehensively assessed.
- The force strategic assessment incorporates community profiles for the City, including information on vulnerable communities and locations such as the numerous iconic sites within the Square Mile. There are clear linkages between the force strategic assessment and force and BCU level plans.
- The CoLP has sufficient dedicated trained specialist staff, equipment and accommodation to meet predictable demand. Furthermore the force has access to such resources to meet exceptional demand if the need arises, without impacting on day-to-day policing operations and staff.
- The force has processes in place to routinely collect and action community intelligence. Front-line staff are equipped with the skills to better gather community intelligence and are aware of what to look for. They pay particular regard to information on what may be seen as a pre-cursor event to a major incident or community tensions in hard to hear, minority communities and virtual communities.
- The force has in place NIM-compliant mechanisms that take account of community intelligence and the analysis of open source material. The CoLP SB and the force intelligence bureau (FIB) monitor numerous websites and other open source material for relevant intelligence. This is subsequently fed into the FTCTG, if appropriate, for

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tasking. One example where this process has taken place relates to the activities of an animal rights group operating within the City.

- The force has in place contingency plans and business continuity plans to minimise the impact of any escalation of critical incidents. These include Operation Benbow – a joint initiative for the provision of resources, including firearms resources, between the MPS, BTP and CoLP. There is also a force cascaded call-out procedure and a strategic emergency plan for London. It is invariably the CoLP that provides assistance to the other forces under the Benbow protocols.
- Critical and potential critical incidents are routinely tagged for action on the force command and control systems. Furthermore the CoLP uses the same systems as the MPS so incidents that may impact on the residential and/or business communities within the force are also monitored.
- The CoLP SB systematically receives London-wide community tension monitoring intelligence. Once analysed, this is fed into the NIM process within the force either at the force or local BCU intelligence/tasking meetings.
- There is ample evidence that critical incidents are recognised at an early stage and that supervisory staff are routinely involved in the review process. There are many examples of this process being embedded within day-to-day working procedures.
- The CoLP actively uses the services of the force IAG for reviewing force policies as part of the consultation process. In addition to this, the operational planning unit makes use of the IAG members prior to major events and ceremonies, such as the Lord Mayor's Show. The force also consults with key individuals and internal support groups. A recent example of this was during the police structures review.
- The CoLP has in place both an HR strategy and an integrity strategy that are designed to reduce the risk of internal critical incidents and staffing issues. Both of these documents were developed in consultation with all relevant stakeholders.
- The force has a well-tested call-out system for critical incidents and major crime, including call-out procedures for SIOs, HOLMES staff, family liaison officers (FLOs), sexual offences investigation trained officers (SOITs), crime analysts, force casualty bureau and other key critical incident personnel. Strategic and tactical advice, together with call-out for specialist support, is also available 24/7. This includes specially trained firearms resources and accredited firearms commanders and tactical advisers (TAs).
- A firearms strategic assessment has been undertaken by the chief inspector (firearms) to ensure that local needs are met. This has been approved by the strategic firearms group, chaired by the AC.
- The force currently has an integrated crime and intelligence system and it also has access to the MPS crime and intelligence system at dedicated workstations in the FIB and the DIUs. There is a SPOC for the violent offender and sex offender register (ViSOR) and the CoLP also has the capability to access the IMPACT nominal index (INI), currently for child protection issues. IMPACT is being implemented in the CoLP under a managed programme. Owing to the extremely low numbers of major crime investigations for homicide, kidnap and other major crime of the nature described in this framework, trend analysis is not possible.

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- The force has signed up to intelligence/information-sharing protocols with partners in the CDRP and in relation to MAPPA.
- Analytical resources are available in the event of a major incident and are attached to the MIR.
- CIAs and risk assessments are completed prior to pre-planned major events that may have an adverse effect on the communities within the City.
- Owing to the low number of incidents, the CoLP has a protocol in place with the MPS for initial support around assessment and initial investigation of a homicide. The protocol was negotiated and published in November 2005 as an interim protocol until the outcome of the HO *Force Structures Review* was known. Further to this, service level agreements (SLAs) are being negotiated in order to send CoLP officers on secondment to MPS homicide to gain expertise and ensure resilience in this area.
- The force ensures compliance with ACPO's murder manual (MIRSAP – major incident room standard administrative procedures) in the event of an incident of this nature, as demonstrated by the investigation into the death of the male victim of a violent incident in December 2005.
- All officers and staff have 24/7 internet and intranet access, including the control room staff. The head of specialist crime operations (SCO) is the contact for the National Centre for Policing Excellence (NCPE) and the National Specialist Law Enforcement Centre.
- A training needs analysis (TNA) has been undertaken and a training plan is being written to ensure the force achieves standards identified by the professionalising the investigative process (PIP) at all levels, including training sufficient resources in PIP level 3 and interview advisers/co-ordinators at level 5. The head of learning development sits on the national PIP implementation board. She is currently working with the head of crime to ensure that training in relation to PIP is provided as soon as possible.
- The force has critical incident managers in addition to officers trained as firearms silver commanders.
- Debriefs and hot debriefs are routinely undertaken for critical incidents and learning points discussed. This was tested during a visit to one of the BCUs within the force.

Work in Progress

- The force has identified a need to review the process surrounding the submission of CIAs in relation to low-level incidents. It is acknowledged by the force that a more practical and user-friendly document is required in these instances. To this end the head of crime has been in contact with the BTP who recently reviewed this area of business, with a view to addressing the issue.

Areas for Improvement

- There is acknowledgement from the force that there is a need to ensure all support and collaboration with other forces is clearly documented with the agreements understood within SOPs. Examples where this is the case include HOLMES, witness

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protection, kidnap/hostage/extortion and major crime response. These services ensure the effective operation of the CoLP and as such there should be business clarity regarding these services.

- Although the CoLP has low numbers of major crime such as homicide, the force has a system in place in relation to reviewing these in line with ACPO guidance. A recent example where such a review took place related to the murder of a young man in December 2005. The review, undertaken by a senior CoLP detective not connected to the case, highlighted several learning points, which were fed back into the force at the appropriate levels. However, as the CoLP has few such crimes, consideration should be given for reviews to be conducted by a senior officer from another force in order to enhance the knowledge base and to keep abreast of the latest practices.
- The force has not fully identified its specific high-risk policing functions to be made subject of continual inspection and review. In consequence there is no systematic inspection and review of such functions except in one or two distinct areas, such as within the high-tech crime unit. A review of this area of business is required.
- The force has in existence contingency plans in relation to St Bartholomew's hospital. There needs to be a formal process whereby these plans are systematically tested and reviewed to ensure fitness for purpose.
- The force introduced critical incident training for its staff some two years ago. Probationer constables currently receive input on critical incidents as part of their probationer training programme. It is now timely for the force to revisit the level of such training provision.
- The force does not have trained IT technicians that are familiar with HOLMES. Consequently when there are IT problems these are not remedied easily or promptly. The force does have an IT users forum; however this has not yet addressed the issue successfully.
- Although there is evidence that debriefs are undertaken within the force, there is a need for a formal process to be introduced to feed lessons learnt back into policy, SOPs and processes. The force acknowledges this and work to implement such a system is under way.
- Costing and evaluation of major crime investigations needs to be further developed with the use of activity analysis (AA) and activity-based costing (ABC).

3B Tackling Serious and Organised Criminality

Grade	Direction of Travel
Good	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
7	21	13	2

Contextual Factors

The AC holds the lead for operations under which serious and organised criminality (SOC) falls. The majority of SOC dealt with by the CoLP is economic crime and this is one of the force’s priority areas. The commissioner is the chair of the ACPO EC portfolio. The EC BCU has approximately 130 officers dealing with all types of EC, including fraud, company fraud, SFO-type enquiries and investigations, money laundering, ATM and cheque and plastic card crime.

The SCO BCU also investigates level 2 crime and has a dedicated central detective unit (CDU) as well as managing specialist resources such as surveillance, a technical support unit, a scientific support unit (SSU) and all matters relating to covert policing and intelligence.

The force is compliant with NIM minimum standards and the director of intelligence is the deputy chair of the regional intelligence group (RIG) and SB regional intelligence cell (RIC). CoLP resources are offered and used for regional tasking, such as for CT operations.

The force’s strategic assessment, tactical assessment and problem profiles prepared by the FIB assist in identifying crime types and criminal networks impacting upon the City. These include gangs committing ATM crime, organised theft from the postal system, corruption in the horseracing industry, Vietnamese gangs cultivating cannabis and laundering funds, gangs importing Class A drugs, numerous types of fraud and gangs involved in lottery and telephone scams. The force is also part of the international taskforce targeting gangs, in partnership with US and UK immigration and HM Revenue & Customs. Many of these operations involve working with other UK and foreign forces, and national and international agencies.

The CoLP SB and FIB have proactive capability and sufficient and dedicated analytical capability. The EC BCU also has dedicated analytical resources. Initial meetings have taken place between representatives from the SCO and EC BCU with the Serious Organised Crime Agency (SOCA).

Protocols exist for intelligence and information sharing between the CoLP and immigration, the security services, HM Revenue & Customs and some overseas intelligence services.

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A performance management framework has been put in place for SCO and meaningful performance indicators (PIs) are being developed currently for EC. Local targets are detailed in the corporate and local policing plan.

All level 2 investigations are screened for proceeds of crime potential and the force has targets under asset seizure and confiscation set out in the corporate plan. The force has a dedicated financial investigation unit (FIU) and money laundering intelligence unit (MLIU), and awareness in the use of Proceeds of Crime Act (POCA) is being raised within all operational units of the force, including divisional groups, criminal investigation departments (CIDs) and AT-PO units. Its use has been personally championed by the AC and there are plans to include targets for divisional BCUs. All members of FIU, MLIU and fraud intelligence have direct access to MONEYWEB, the dedicated suspicious activity reports (SARs) database, and since July 2005, the MLIU have assumed responsibility for the management of SARs. There is a joint dedicated cheque and plastic card unit (DCPCU), led by a CoLP detective chief inspector, with CoLP, MPS and Association for Payment Clearing Services (APACs) officers working together to target this type of crime in the London region.

Strengths

- The AC is the lead for tackling SOC in the CoLP and chairs the FTCCG. He also attends the security review committee at New Scotland Yard (NSY) and chairs the CoLP security group following this meeting. In addition, the commissioner is the chair for the ACPO EC portfolio.
- The force strategic assessment, together with the tactical assessments and the problem profiles, identifies the criminal networks impacting upon the City's communities and assesses their respective impact. Examples of these networks include organised gangs committing ATM crime, cannabis manufacture and money laundering, fraud and serious fraud, importation of drugs, counterfeiting and identity theft.
- The FIB produces relevant intelligence products to drive business activity in line with the force strategic assessment and control strategies to deal with organised criminality. The force has both proactive intelligence units and strong analytical capacity dedicated to level 2 and 3 crimes.
- The CoLP has a dedicated SCO BCU and a dedicated EC BCU. EC is one of the force priorities and the force currently has lead status for the investigation of fraud for the South East region. The CoLP was also actively involved in the Attorney General's national fraud review currently being undertaken. This priority is identified in all corporate and local plans and the force strategic assessment.
- The EC BCU, via the fraud intelligence cell and various partner agencies, such as the financial crime information network, APACS, credit industry fraud avoidance system and the Financial Services Authority (FSA), identifies and monitors specific emerging trends and threats within the financial and business community, such as recent trends in lottery and telephone scams. The detective chief superintendent and detective superintendent also sit on numerous forums where emerging trends/harm indicators are identified and assessed.
- The force features terrorism as a force priority. The CoLP SB is part of the RIC and plays a full part in their tasking and co-ordination processes. The force also

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contributes to the pan-London strategic assessment for terrorism, domestic extremism and public order.

- There are dedicated detective resources in the CDU and EC BCU that proactively target and tackle SOC that impacts upon the City. Some 15–20% of officers within the force are trained and skilled in tackling level 2 investigations.
- Specifically in relation to EC matters, the force has specialist resources as required by the City's business community. This includes approximately 130 officers working in various departments and locations, such as the fraud squad and a dedicated cheque and credit card unit as well as several members of staff who are seconded to the jointly operated (CoLP, MPS and industry) DCPCU. The EC BCU also operates an FIU and an MLIU. In addition, approximately 25% of all SFO cases have CoLP involvement. The EC BCU has also recruited a forensic accountant and is resourcing a digital forensic team that is working alongside the SFO's computer forensic unit.
- In relation to economic crime the EC BCU has the ability to fast time task if the need arises, through the fraud desk, which operates during business hours throughout the week. There is also an EC BCU call-out system in place.
- All level 2 operations are subject to scrutiny and allocation through NIM-compliant tasking processes. Current performance and deployments are evaluated at various stages of the investigation to take into account those engaged on protracted investigations, such as the investigation into corruption in the horseracing industry.
- The force is cognisant of the need to comply with Osman warnings and the head of SCO and director of intelligence manages the process.
- The force generally services its own operational requirements and bids to regional tasking are rarely necessary. However, the director of intelligence attends the RIG where regional taskings are discussed. If scheduled CoLP operations do not take place for any reason, resources are re-allocated appropriately or made available for regional tasking, eg CoLP SB officers and the surveillance unit have assisted the security services on pan-London CT operations.
- The force has excellent relationships and intelligence-sharing protocols with numerous other national and overseas agencies, such as immigration, HM Revenue & Customs, security services, the Federal Bureau of Investigation (FBI) and UK and foreign forces. Many investigations cross national and international borders such as Operations Jinx, Krypton and Reflex.
- During 2005/06 confiscation orders to date total £1,150,206.00 in 14 individual cases. There are currently 102 individual confiscation investigations and 25 live cash seizure investigations ongoing. POCA awareness is being raised throughout the force and targets are included in the corporate plan and are being considered for inclusion on the local policing plans.
- Each request made to the FTCCG for resources has to highlight on the request documentation the possible POCA opportunities the respective operation may yield. This caveat ensures that POCA legislation is constantly being considered.

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- Front-line staff have received POCA awareness training and this was evident in the good working knowledge of this legislation displayed by staff who were interviewed as part of the inspection process.
- Every aspect of asset recovery is closely monitored and regular reports on performance in this area are submitted to the PMG as well as the police committee.
- Units in the EC BCU have access to MONEYWEB, which is the dedicated SARs database, management of which is undertaken by the MLIU.
- The force can provide many examples of how they have successfully disrupted and/or dismantled criminal networks targeted by them in the last year.
- Disrupting terrorist activity is also a priority for the CoLP and initiatives include Project Griffin, an overt collaborative initiative with the private sector to take CT prevention into the community. This has been adopted by the MPS and is being rolled out nationally in other cities. Operations Mermaid and Genie were initiatives to target heavy goods vehicles in partnership with VOSA. Finally, Operation Bagpipe involved high-visibility policing around iconic and economic sites. In addition the CoLP provided approximately 30 officers to the MPS to assist with the initial investigation into the 7/7 bombings in London.
- The CoLP ensures that there is regular dialogue between SIOs and the professional standards department to ensure high standards and integrity are continuously maintained. This close co-operation is aided considerably by the size of the force. There are policies, an integrity strategy and ethics working group, chaired by the commander and including representatives from HR and PSU, to minimise any risk of security breach or corruption.

Areas for Improvement

- Although the EC BCU has had some success in identifying organised criminal networks that impact on its area of business, there is an acknowledgement from its commander that more could be done to proactively seek out others. This situation has improved somewhat over the last four months since the EC BCU has taken over the responsibility for the national cheque and plastic card database from the former National Criminal Intelligence Service (NCIS). The EC BCU commander now has a SPOC in every force and the levels of intelligence on the database have improved significantly. This should aid the future identification process of such networks from a national perspective.
- There is a real threat of criminal activity connected with Trident gangs becoming involved in the establishment of one or two licensed premises within the City. The AC has personally met the licensing authorities regarding these clubs with a view to drawing attention to their activities. Partners do not attend FCTG meetings as a matter of course but this should be encouraged in order to assist in the resolution of this and other problems. Furthermore there is no reference to Trident gangs and their possible impact on the City within the newly compiled strategic assessment for 2006.
- Although the force does not currently have a formal process in place for benchmarking its performance against other forces in relation to serious and

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organised criminality, the matter has been identified by the CoLP as an area where more could be done and work is ongoing to address this.

- There is a need for the force to improve performance measures in relation to the costing of SC and EC operations and investigations using AA and ABC and evaluate outcomes more effectively.
- There is a need to develop a formal process to record lessons learnt from debriefing investigations and feed them back into policy and the organisation in order to provide continual learning and the development of corporate knowledge and best practice.
- There are currently a limited number of PIs for the EC BCU – a fact that is acknowledged by the BCU commander. An action plan has been devised that will address the issue of overall performance measurement, monitoring and management throughout the BCU.
- There is currently no formal documented process being used (eg scoring system) for the prioritising of operations over and above the control strategy at the FTCCG.

3C Volume Crime Investigation

Grade	Direction of Travel
Good	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
3	20	16	4

Contextual Factors

The AC is the lead on operations, including crime investigation and detection. Although the divisional CIDs are under the divisional BCU command, the detective chief superintendent head of SCO is the professional head for criminal investigation.

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All investigators are trained under the initial crime investigators development programme (ICIDP) and there are policies that support this programme for both constables and sergeants. Probationers have undergone relevant investigative training as part of their probationer training and also under the new IPLDP. The force has undertaken a TNA for PIP and a plan is being written for the delivery of relevant training at all other levels over the following 18–24 months. There is a dedicated SCO trainer who is responsible for co-ordinating PIP. A ten-point plan has been introduced at a local level to provide a standardised response with clear direction to officers of the minimum standard of initial investigation required of them. There is a crime policy and procedures manual available on the force intranet, including crime screening and crime scene attendance policies and SOPs. Some of the policies are due for review. Supervisory checks are undertaken by the detective chief inspector (DCI), detective inspector (DI) and crime manager on division, for decisions on D/NFA and 'put away' crimes. The crime manager dip samples a selection of crimes that are 'no crimed' and 'put away'.

Both divisions have an analytical capability as part of the DIU and complete target and problem profiles in line with NIM. These are then submitted for local and force tasking considerations.

The CoLP is fully integrated with the CDRP and there is a dedicated priority and prolific offender (PPO) officer who liaises closely with the CDRP and the probation service to effectively target the CoLP's identified PPOs – details and guidance are available on the intranet.

Priorities and targets are set out in the crime and disorder strategy, which is informed by the strategic assessment. There are crime squads on divisions, which can be tasked to target certain crime types informed by analysis and Bishopsgate is currently allocating dedicated resources to the investigation of domestic burglary.

The force is fully aware of the importance of POCA and, in addition to having a dedicated FIU, has increased awareness throughout the organisation, using the expertise of FIU to train other operational units in the potential to use this legislation at every opportunity. Asset recovery targets for the divisional BCUs have now been included in this year's local policing plan. All members of the FIU confiscation unit, MLIU and members of the fraud intelligence unit have direct access to MONEYWEB, the dedicated database for reporting and dissemination of SARs.

The SSU supports the investigation of crime in all operational BCUs and there is a dedicated high-tech crime unit. All avenues are explored and best practice considered in the investigation and detection of crime.

Strengths

- The AC is the lead for crime investigation and had a PDR objective to achieve a detection rate of 33% in 2005/06. The overall detection rate for the force for 2005/06 was in fact 42.9%, a rise of seven percentage points on last year.
- For this financial year, the CoLP has exceeded its 32% target for the percentage of notifiable offences resulting in a sanction detection. The year to date figure stands at 40.6%. This is also an improvement on last year's final figure of 31.6%.
- The CoLP has static ANPR coverage at 20 sites around the City. It is a key tool in the fight against crime. This results in numerous stops and arrests for various

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crimes for the CoLP as well as other UK forces. These include an arrest for rape, arrest for unlawful detention of a female, numerous arrests for serious assault and for robbery, and the arrest of offenders in a lost or stolen (LOS) vehicle that injured three pedestrians. The ANPR statistics for 2005 show 539 arrests and 246 LOS vehicles stopped. The effectiveness of the ANPR is monitored on a weekly basis.

- The AC chairs a fortnightly crime statistics meeting, which is held immediately before FTCSG at which BCU commanders are held to account for crime detection and performance.
- The force holds a PMG every two months where the force crime registrar gives a crime update. Again the AC chairs this forum where all the BCU commanders are present and held to account for performance on their respective BCU.
- Priorities and targets are set in the corporate plan and the local policing plan and BCU activity relates back to the priorities identified in these. Local action plans provide the flexibility to divisional BCUs to incorporate specific activity, which may relate specifically to their BCU, but still within a clear corporate framework. The force has a crime policy and procedures manual, which sets out the procedures for the crime recording and investigation processes.
- The NIM processes in the CoLP ensure that relevant senior personnel meet frequently to discuss resourcing bids and the force is able to respond to specific demands in a timely manner, particularly for the provision of specialist support such as surveillance, or technical and forensic support.
- Volume crime investigation is driven effectively through tasking and co-ordinating processes. DIUs co-ordinate intelligence by reviewing daily crime reports and preparing tactical assessments, as well as target and problem profiles. Recommendations are then made at local tasking level and decisions made as to requirements for force tasking. For example, owing to the increase in activity from sex workers on Bishopsgate division, offenders were targeted, which resulted in the arrest of 12 persons and activity was significantly disrupted. Action under POCA is also being considered in relation to the persons controlling the workers.
- POCA is generally being considered more proactively in divisional volume crime initiatives and discussions are under way to make POCA screening part of the custody process, so that all those taken into custody can be considered under this legislation. The force has a dedicated and well-resourced FIU and MLIU, which support the EC BCU and divisional BCUs in the application and consideration of POCA.
- The CoLP has introduced a programme of POCA awareness training for staff in an effort to ensure that everyone conducting an investigation actively considers it. This has obviously worked as evidenced by the general level of awareness of this key piece of legislation by staff at various operational levels.
- The confiscation teams are currently conducting 102 individual confiscation investigations. There are currently 25 live cash seizure investigations. A number of good asset recoveries have been made and details of amounts seized are made available on the intranet and updated throughout the year. During 2005–

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06, confiscation orders are currently totalling £1,150,206 in 14 individual cases. One notable confiscation order was made in a CoLP EC BCU case (insider dealing) where orders totalling £483,000 were made against five defendants.

- All members of the FIU confiscation team, MLIU and members of the fraud intelligence unit have direct access to MONEYWEB, the dedicated database for reporting and dissemination of SARs. Since 1 July 2005 the dedicated MLIU assumed responsibility for the management of SARs and consent issues. A SARs evaluation and management meeting is held every Monday morning to determine the development potential of each SAR received in the preceding seven days.
- The detective chief superintendent, head of SCO, is the professional lead for investigation and is the force lead for PIP. A full TNA has been undertaken and the force is about to embark on a structured approach to achieving PIP accreditation at all levels. All investigators undergo the ICIDP and there is a dedicated resource responsible for co-ordinating SCO training.
- The force has made use of the Home Office PSU good practice guide on tackling burglary when implementing a domestic burglary intervention initiative on one of its geographic BCUs.
- The force is currently piloting a central force call-handling and crime input bureau (FCCIB). The bureau is due to 'go live' in July 2006.
- The CoLP ensures there is consistent exploitation of forensic and IT opportunities to detect crime, in particular in relation to DNA/fingerprints, field drug testing and VIPER. CoLP staff from this area of business have recently been invited to attend an international forensic conference to speak about the work the force is undertaking on this subject.
- The force has Green status for compliance with HOCR and NCRS. The MIU has in place a programme of audits managed and undertaken by the force crime data auditor and the data audit officer, which inspects the quality of crime reporting and crime investigation, including by crime type and disposal type. The force received a Good rating status from the last detections audit, which took place in October 2005.
- Effective systems are in place for the day-to-day monitoring of the investigative process. Crimes are reviewed daily on the divisional BCUs and the DCI, DI and crime manager routinely undertake supervisory checks. A ten-point plan has been introduced at a local level to provide a standardised response with clear direction to officers of the minimum standard of initial investigation required of them.

Areas for Improvement

- The force acknowledges the need for a more consistent approach to completing closing reports and documenting outcomes of targeted operations in order to better evaluate their success or otherwise.

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- Reviews are undertaken of investigations, but there needs to be a formal documented process in place to ensure that any lessons learnt are fed back into policy, SOPs and processes.
- The force has a strategic PNC steering group, chaired by the AC, which is currently monitoring an improvement plan in order to achieve compliance with the PNC code of practice January 2005. A PNC manager has been posted to assist in the delivery of this.

GOOD PRACTICE

TITLE: To enhance the systems for storage and retrieval of CCTV images.

PROBLEM:

The creation of a digital image storage system with instant access for investigating officers and incident commanders.

SOLUTION:

History: The City of London Police operate the most extensive CCTV coverage in any area in Europe. 190 cameras constitute the technological support to the City's traffic and environment zone (commonly known as the 'ring of steel'). Systems include cameras monitoring river traffic, road traffic, entry and exit points. All the entry points and most of the exit points are enabled with ANPR. Image recording was by analogue tape requiring labour intensive management and storage of these tapes and difficulty for investigating officers in identifying the appropriate tape and finding the images required. Tapes could only be viewed in one location and this required the distraction of control room staff to facilitate. Tapes were difficult to identify, tapes fragile and the process long winded and frustrating.

Research: Digital recording systems employed by National Car Parks in Manchester and at the Channel Tunnel Rail link as well as small local authority schemes were examined. Existing digital recording solutions were examined and presented by suppliers.

Solutions: The force chose to implement a solution which included the ability to digitally record all the footage from the cameras (with the scope to expand by an additional 40 feeds) in real time. Access for all officers at their own place of work, following cascade training, allows cameras times and dates to be accessed through an intuitive process which allows images to be retained and produced as evidence as required. The provision of the computer storage system involved the creation of a dedicated space with appropriate floor strength, air conditioning and fire protection systems.

Method: The project was encapsulated in a wider project to extend the traffic and environment zone to the west and north.

Resourcing: At the peak of the development process the project employed a superintendent, and inspector, a systems development officer, a systems analyst and an administrative assistant.

Action and results: The analogue system was taken off line in December 2005 and fully replaced with the digital system.

Feedback: There has been universal support for the digitisation of the images.

OUTCOME(S):

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Following the 7 July terrorist attack at Aldgate the Force was able to retain all the images from all cameras that weekend making them immediately available for viewing by the investigation team. Images of a police accident involving a police vehicle and a pedestrian were available for early viewing by the IPCC ensuring there was no ambiguity in relation to the event. Integrated use of the system including analysis of entry point images and index numbers with overview cameras assisted officers to identify a vehicle involved in a kidnap and arrest the suspected perpetrators.

FORCE CONTACT: Superintendent Andrew Mellor - please contact Force HQ

3D Improving Forensic Performance

Grade	Direction of Travel
Fair	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
3	16	21	3

Contextual Factors

The AC holds the portfolio for operations, which includes forensic management. It is managed as part of the SCO command. The force has focused on improving performance further in this area by setting individual targets for scene of crime officers (SOCOs) in identifications for DNA, fingerprints and footwear. In addition, a range of qualitative performance indicators for DNA and fingerprint submissions are now included in the local policing plan.

Bids are made at the force tasking co-ordination group for SSU resources for planned operations and it is integrated into the NIM tasking process. However, there is also a 24/7 cover reactive capability and there is an excellent scene attendance rate.

There is a forensic strategy, submissions policy and SOPs relating to scene attendance in place, which were reviewed in May 2005. A review of the SSU took place in 2005 resulting in an action plan to deliver improvements in terms of resourcing, performance and accommodation. The CoLP at that time felt that it would be unnecessarily bureaucratic to form a forensic steering group in a force of this size and there is a clear command structure for the management and implementation of the forensic strategy. However, this position has recently been revisited and a steering group is now to be established.

There is clear guidance on key processes and relevant manuals and policies are on the intranet. In addition, SSU managers continue to support probationer training and will do so under the IPLDP. Training is also delivered to divisional groups, CID, EC BCU, RPU and other units to raise forensic awareness. The size of the force is an advantage, as it is easy to identify and monitor individuals who fail to meet quality standards in relation to sample taking. Feedback and individual coaching is given, if appropriate.

Crime scene examiners (CSEs) are managed by the DI and detective sergeant in the SSU. They have a structured programme of training and performance targets, and performance is monitored by annual PDR. Direction and control at crime scenes is governed by force policy. The force size means that SLAs between SSU and operational units would be unnecessarily bureaucratic. Good liaison is maintained with all BCUs at a local level and BCUs are supported adequately. The SSU is accessible to all and any feedback can be given directly to the scientific support manager (SSM), deputy and staff. The SSM attends the SCO management meetings where feedback can be discussed.

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Forensic casework is managed by the SSM and submissions are subject to policy and are judged upon set criteria. A number of forensic service providers are used in relation to specialist areas and regular meetings are held with account managers in order to monitor cost versus benefit and ensure that best value is achieved. The force efficiency plan included a target to streamline procedures in relation to submissions and this was achieved.

The force is currently recruiting and DNA samples will be taken from potential recruits as part of the process and this has already been undertaken for the PCSOs recruited last year.

Strengths

- The AC is chief officer lead for forensic management and the SSU comes under the command of a detective chief superintendent.
- All data capture is aligned to Home Office forensic management performance requirements. However, owing to the unique nature of the City's profile, comparison with MSF is of little value. This has been accepted by the PSU and HMI. The force does however make comparisons with previous years' performance.
- The force has a submissions policy and forensic strategy, which were reviewed in May 2005. There are also crime scene policies and a roles and responsibilities SOP. A review of SSU took place in 2005 and improvements have followed from the action plan that emerged from this review. National Automated Fingerprint Identification System (NAFIS) implementation within the CoLP is progressing in line with the national roll-out.
- The director of intelligence has recently approved the setting-up of a forensic management steering group.
- The SSM and deputy are cognisant of the cost versus benefit issues in relation to forensic submissions and are constantly looking for opportunities for improvement. Evidence of this is contained within the efficiency plan 2005/06. In short, best value is a consideration when submitting submissions and using forensic service providers and there is good liaison with account managers.
- Bids are made for SSU resources for pre-planned operations at FTCCG, which is chaired by the AC. Adequate resources are available in terms of budget, skills, accommodation and equipment. The SSU is currently undergoing refurbishment.
- The force provides clear guidance on all key forensic processes, such as DNA mouth swabbing of prisoners. These areas of business are monitored by the SSU and where necessary appropriate action is taken to address errors and staff training needs. Individual targets have been set for SOCOs in the key areas of DNA, fingerprint and footwear identifications. In addition the SSU is proactive in promoting forensic awareness throughout the force and supporting training initiatives and the BCUs.
- The force has 24/7 cover for CSEs. They have a structured training and refresher programme and their performance is monitored through achievement of individual targets. They are multi-skilled and in addition to crime scene management they also manage their own workloads for photography and booking of exhibits.

- DNA samples are taken from potential police and PCSO recruits as part of the recruitment process.

Areas for Improvement

- The performance management framework for SSU needs to be more robust and include qualitative measures in addition to quantitative targets. Potentially, it should report to a strategic level forum, such as the PMG. This is being examined at present.
- Although the SSU does monitor its performance against a number of PIs, there is scope to expand this level of scrutiny to cover the full range of the department's activity in line with the published PSU indicators. Currently this area of business is embryonic although moving in the right direction.
- Although the CoLP is fortunate to have extremely low numbers of burglary offences, its average percentage for the attendance at these scenes for the last financial year was only 84%. This was slightly less than the force's own target of 90%.
- Performance management within the forensic department appears to be limited to full and mid-year PDR interviews. There was evidence that more than 12 months had elapsed between one individual's performance-related discussion and the next.
- The current force targets for actioning forensic dockets are not challenging at 28 days. More stringent targets should be set to improve performance in this area and particularly for priority crimes.
- Footwear impressions are not being routinely taken and therefore not maximising forensic opportunities in this area.
- As identified in last year's baseline assessment as an area for improvement, the inclusion of an SSU representative within force NIM processes at a divisional level and force level is essential. Although divisional tasking meetings have now been staggered (Bishopsgate on Thursday, Snow Hill on Wednesday) to allow the SSM or a representative to attend, as yet this is still not occurring on a regular basis.
- There is no forensic input into the daily intelligence meeting/daily management meeting processes. Intelligence-based opportunities could therefore be enhanced with more proactive deployment.
- There are no SLAs in place between the forensic unit, BCUs and other force-level resources. This would provide clarity of expectation for all concerned while not necessarily being bureaucratic.
- The force would benefit from the establishment of user groups or other arrangements to help improve the use of forensic resources.
- The CoLP needs to ensure that as soon as the HR issues highlighted by the force are resolved within the forensic arena, the level of resources is reviewed in order to ensure that resources are sufficient to provide an effective service.

3E Criminal Justice Processes

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
0	15	27	1

Contextual Factors

The AC is the CoLP’s representative on the London criminal justice board (LCJB) and the chief inspector, head of CJU, is a member of the LCJB executive group and associated work streams. Other participation includes membership of subgroups such as the No Witness, No Justice working group and the victims code subgroup.

The force is part of the pan-London CJB and is subject to the strategies and scrutiny of this board. The LCJB sets targets and monitors performance. Stretching targets are set to drive improvement in timeliness of files, outstanding warrants and cracked and ineffective trials.

The CoLP has the benefit of co-location with the Crown Prosecution Service (CPS) and the Southwark trials unit is shortly to be co-located with the CoLP at Bishopsgate police station; it is hoped that this will further enhance performance in this area. The Attorney General visited the CJU in October 2005 and expressed positive views about the arrangements.

Performance on timeliness and quality of files is good in the CoLP. The introduction of gatekeeper sergeants at both divisional BCUs has ensured that the primary standards of crime files have improved, resulting in fewer returns back to the originating officers. As of February 2006, summons files are also being monitored at Snow Hill and Bishopsgate. Monthly meetings are held between the CJU, CPS and the gatekeeper sergeants.

Custody facilities at both Bishopsgate and Snow Hill comply with ACPO guidelines. Bishopsgate was refurbished and reopened in 2005; Snow Hill’s custody suite has just undergone some modernisation. A police inspector has recently been appointed as the force custody manager to deal with all matters relating to custody, including day-to-day administration, compliance with policy, processes and facilities management. He will report to the custody user group and will be tasked by this forum also.

An acknowledged area for improvement is the achievement of targets on PNC input within the nationally defined times, in particular for arrest/summons, impending prosecutions and results. This is being monitored and actioned by the force’s PNC strategic steering group.

There is a dedicated witness care unit within the CJU for all criminal matters, which provides contact and support for victims and witnesses based on the victims code. It includes facilities such as a sponsored vehicle in which to transport vulnerable victims or witnesses to and from court. A CPU has also been introduced in the last year in order to improve

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contact with victims and witnesses and keep them updated with progress on their case. In addition this ensures the force's commitment to the effective trial management programme (ETMP). A CPU has yet to be established at the City of London Magistrates Court. The EC BCU has its own dedicated resources to deal with witnesses and victims, which are often of a specialist nature.

The force has adopted an early intervention approach, which has to some extent negated the use of criminal justice tools such as Anti-Social Behaviour Orders (ASBOs). However, ASBOs and Acceptable Behaviour Contracts (ABCs) are applied for when appropriate, although owing to the low volume and low-level type of ASB in the City, these are few.

Strengths

- There is chief officer representation from the CoLP on the LCJB in the form of the AC, and the head of CJU represents the CoLP on the executive group and associated work streams. Other representations are made at working group and subgroup level on key criminal justice issues, such as victim and witness care, case progression, priority crime and confidence.
- The CJU strategy is governed by the Narrowing the Justice Gap agenda. Common London-wide strategies and procedures have been adopted to ensure consistency of approach and service. These strategies and processes are developed and approved by the LCJB executive and LCJB. The CoLP performs well in the majority of performance areas measured and compares well with the rest of London. The force's CJU policy and SOP are currently being reviewed. Criminal justice procedures for file management and charging are contained in comprehensive manuals available on the force intranet.
- The LCJB sets targets and monitors performance in this business area on issues such as quality and timeliness of case files. The CoLP has few problems with quality and timeliness issues and has appointed gatekeeper sergeants in order to further improve on standards before submission, resulting in fewer returns. The CoLP's performance is also benefiting from the co-location of the CPS. Furthermore, in the near future, the Southwark trials unit will also co-locate with the CoLP at Bishopsgate police station and this should further enhance performance.
- The CoLP's performance in relation to warrant executions is slightly better than the national average. This is even allowing for the fact that none of the warrants were for people residing within the force area. Furthermore the force has achieved its own agreed target for reducing the number of outstanding warrants within the set timescales.
- The force has a good working relationship with other partners in this business area, including partners on the LCJB, Association of Local Government, Transport for London (TfL) and MPS.
- A CPU has been established within CJU to improve standards of keeping victims and witnesses informed and to ensure commitment to the ETMP. CPUs within the divisional BCUs are proposed for the coming year.
- The introduction of gatekeeper sergeants, the CPU within CJU and the prisoner handling teams at each division, contribute to alleviating administrative burdens on operational officers. The prisoner handling teams tend to deal with the majority of

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custodial cases before submission to the CJU enquiry section for a final quality check. Similarly, all process matters are adopted by the CJU beyond the completion of the initial file, to allow subsequent enquires and quality checks to be moved away from operational policing.

- The force has a dedicated witness care unit, which deals with all criminal matters and includes the CPU to ensure victims are kept abreast of matters relating to their case. One member of the CPU is from the CPS. One of the services provided by the unit is transport to assist with vulnerable witnesses, which has been obtained through securing sponsorship from a local crime prevention association.
- Satisfaction surveys are sent to victims by MIUs and any feedback on performance issues that arise are highlighted at the PMG for the attention of BCU commanders.
- Regular ‘cracked and ineffective trial’ group meetings are held between the CoLP, CPS defence and City of London Magistrates Court administration. The effectiveness of performance around cracked and ineffective trials at the City of London Magistrates Court has always been high and is within defined national targets.
- The force has in place user groups for both custody and PNC, and relevant representatives attend these from various departments throughout the organisation. They act as forums for sharing good practice and discussing improvements and current issues affecting policy procedures and performance in these areas.
- The PNC strategic steering group and the administration of justice working group are chaired by the AC and focus on improving processes, and monitoring performance.
- The CoLP has good custody facilities at both operational sites and a back-up facility at Wood Street. A custody manager has recently been appointed to co-ordinate and manage all custody-related matters. Risk assessments are undertaken on all prisoners admitted to custody.
- The force has a partnership arrangement with Tower Hamlets to provide the CoLP with youth offending team services.
- The CoLP has adopted the national youth justice board strategy for the management of young people entering the criminal justice system. Owing to the relatively small number of young offenders arrested in the City, it is not practicable or cost effective to develop unique systems and procedures for the force.
- The force adheres to the national PPO strategy and CDRP lead on a number of diversionary schemes for offenders. The force fully participates in the local DAAT and DARE programmes.

Areas for Improvement

- The force acknowledges that it needs to address its current underperformance in certain key areas of PNC input in order to meet national guidelines and targets. As a result of a PNC audit in 2005, an improvement plan was compiled. The PNC manager has been tasked with delivering the needed improvements in order to ensure the force is compliant with national PNC policy.

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- In May 2006, as a result of further concerns expressed by HMIC in relation to the CoLP's performance around the resulting of cases on PNC, further actions were required to be included within the overall PNC action plan in order to help the force bring performance up to standard.
- Although the force does comply with current national standards for services to victims and witnesses, a recent gap analysis undertaken for the implementation of requirements under the victims code has highlighted the need for further work in a number of areas, particularly with initial contact and pre-charge issues.
- The force should undertake surveys to assess and measure customer confidence of those coming into contact with the criminal justice process.
- There is a warrant database that is utilised by the warrant officers within the CJU; this is currently the subject of a force project and a new database is being implemented which is NIM compliant.

4 Promoting Safety (Domain 3)

4A Reducing Anti-Social Behaviour (ASB)

Grade	Direction of Travel
Good	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
0	8	35	0

Contextual Factors

The AC has responsibility at ACPO level for ASB. The visible force lead is the Bishopsgate BCU commander, who also sits on the CDRP strategic steering group, is the force representative to the LSP The City Together, and is the force partnerships lead.

High-visibility, accessible policing is a characteristic of the CoLP, but working as a lead partner in the CDRP has also been vital to successfully tackling ASB. The force badges ASB work, including that which aligns with the three strands of the nationwide Together campaign, under the locally known CDRP badge. Joint targets to reduce ASB were set by the CoLP and the CDRP in 2005.

The approach agreed by all partners is on intelligence and prevention through problem solving, rather than enforcement. This is exemplified in the DARE campaign approach. However, enforcement tools are used when required. The CDRP led on the development of an ASB strategy, and developed the ASBO protocol from which the force developed its ASB policy. There is a five-criteria test that must usually be met when selecting an ASBO subject. In addition, the force also subscribes to the CDRP ASBO publicity guidelines, and has a named force liaison officer. The force has both secured and removed ABCs, and secured ASBOs, which are entered on Integra and PNC.

The CDRP ASBO strategy includes initiatives for dealing with ASB on housing estates both in the City and within other boroughs. The City of London Corporation supports this approach.

Another tool from the ASB toolbox used by the CoLP is the street issue of fixed penalty notices (FPNs). Another is the Young Persons Advice and Assistance Panel (YPAAP), which includes CoLP representatives and is led by the children and families service manager (City of London).

The ward policing teams each comprise of one police sergeant, three–five police constables, two PCSOs, eight dedicated special constables, one crime reduction officer, and one detective constable. The special constables work on named wards. The ASB co-ordinators have trained new recruits regarding ASB awareness, and all patrolling personnel have been trained in the use of FPNs in relation to ASB. All ward constables are trained in

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the Safety Thirst initiative (which is partly directed at reducing alcohol-related ASB), and all ward constables and PCSOs receive training in problem-solving techniques, as this was highlighted in last year's baseline assessment as an area for improvement. Local magistrates have also received training with regard to ASBOs.

The force liaises with the surrounding MPS BCUs and ASB co-ordinators, particularly when the former are considering ABC/ASBOs that may impact on the City. In addition, a CoLP ASBO co-ordinator attends the six-weekly ASB meeting at NSY. In December 2005, the CoLP/DAAT and other agencies signed up to the cross-border SETH campaign.

Strengths

- The Bishopsgate commander is the force lead on ASB, is on the CDRP steering group and is the force lead for ward policing.
- The CoLP is a lead partner in the CDRP, and works to the CDRP ASB strategy that sits underneath the CDRP strategy.
- ASB priorities for the CDRP and, therefore, for the force were determined by the community. These were established through extensive consultation in 2004, from which the priorities in the CDRP strategy 2005/08 were set.
- There is clear evidence of effective, proactive and reactive joint CDRP/City of London Corporation/CoLP ASB strategies, protocols, policies and SOPs.
- The CDRP and the force jointly subscribe to a stepped intelligence and information-based preventative approach to address the problem before enforcement tactics are required.
- Ward policing teams, which include PCSOs and detectives, have a good understanding of the range of ASB tools available to them. These include intelligence, prevention and enforcement tools used in partnership with other CDRP agencies. In addition, duty group and specialist patrol officers have a good understanding of ASB tools available to them, as evidenced, for example, by the use of FPNs. This knowledge is reinforced through the NIM tasking process.
- A further example that demonstrates the level of knowledge specialist units possess of the various methods available to tackle ASB involves the education and enforcement initiatives undertaken by the RPU in delivering against the 'reducing anti-social use of the roads' objective within the National Roads Policing Strategy (action against cyclists that ignore red ATS).
- Within the CoLP there is strong evidence of the extended policing family working together to tackle ASB. One example is the connection between the City of London street cleansing team, the CDRP and the police to identify and tackle low-level ASB. A further example is the work currently being undertaken through the multi-agency licensing action group.
- The CoLP, as lead partner in the CDRP, subscribes to the goal of successfully tackling ASB before the situation deteriorates to the extent that only enforcement tools remain as a viable option. Therefore, the force uses a wide range of intelligence and prevention tools and techniques within a problem-solving approach, in addition to its successful use of ASBOs and ABCs.

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- A multi-agency youth referral scheme that advocates this early intervention as a precursor to any formal ASB procedures is the successful YPAAP, which works with young people who consent to come under its guidance. Another example of an early intervention technique is the well-proven, high-profile DARE programme.
- The CoLP is the only force in the country to have an officer trained in the DARE parenting programme, which is delivered to parents working in the City whose children go to school elsewhere, in addition to parents of children attending City schools. This enables the force to also contribute, longer term, to preventing ASB in the surrounding boroughs. The CoLP is again the only police force in the country to have officers trained in the middle school programme.
- In addition to the CDRP ASB database, and the Integra crime and intelligence recording database, the CoLP uses the computer-aided despatch (CAD) system to record incidents of ASB. This can be interrogated using a variety of methods and information from this system is shared as appropriate with CDRP partners.
- Full records are maintained of the exercise of ASB tools and powers. This includes tactical assessments, Integra and other records as required, such as those maintained by YPAAP.
- There is evidence of multi-agency work in securing ASBOs and agreeing ABCs, and the PNC is updated with details of those against whom an ASBO has been secured.
- Marketing and media communications concerning ASB are managed by the CDRP, with a planned, active campaign to combat ASB. Examples include the Christmas and summer campaigns targeting ASB arising from alcohol abuse, or alcohol-related crime and disorder. The CDRP has an established, agreed media protocol, which forms part of the ASB strategy documents. This is referred to when the force publicises ASB operations and/or success stories to reassure the public.
- ASB co-ordinators on each BCU provide ASB advice, as do the ward policing teams and the CDRP. Advice has been disseminated through training and awareness sessions, through the CDRP website and force intranet, and via the development of a force ASB policy. In addition, the ASB co-ordinators are accessible for one-to-one advice if required.
- ASB/community intelligence and information is updated on the force crime and intelligence system, Integra. This information and intelligence is then managed and linked on the system by the DIUs, who produce the fortnightly tactical assessments on which local tasking is based. They also liaise closely with the CDRP analysts. The CDRP attend the local tasking meetings to ensure that intelligence, taskings and results are linked up between the force and the rest of the CDRP agencies.
- Analyses of recommendations concerning ASB are integral to the force strategic assessment, which includes level 1 and level 2 assessments. It is included as appropriate in other NIM products, such as tactical assessments.
- There is strong evidence of practice and procedure that reflects the spirit of the three strands of the Together campaign, although it is marketed under the high-profile CDRP logo.

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- The CoLP is involved in multi-agency information sharing at both the strategic and tactical level. This is evidenced in the minutes of the ASB forum, the CDRP steering group and the CDRP implementation group.

Areas for Improvement

- There is still work to be undertaken by the CoLP to improve widespread knowledge of the various named problem-solving models such as SARA and CCOs techniques. The force will then be better able to evidence how these models are applied in practice.
- The CoLP would benefit from the introduction of a multi-agency ASB hotline scheme with associated procedures to deal with such calls efficiently. This would build on the already comprehensive customer accessibility methods currently offered by the force and its partners.

4B Protecting Vulnerable People

Grade	Direction of Travel
Fair	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
8	32	3	0

National Position

This framework replaces two frameworks used in 2005 – Reducing and Investigating Hate Crime, and Crimes against Vulnerable Victims – which covered hate crimes (predominantly racially motivated), domestic violence and child protection. Following consultation with practitioners and ACPO leads, a single framework was introduced for 2006 with four components: domestic violence; child protection; the management of dangerous and sex offenders; and vulnerable missing persons. Hate crime is captured in framework 1A. It is therefore inappropriate to compare this framework with last year’s results; the direction of travel reflects HMIC’s judgements about changes in domestic violence and child protection, and the work that forces could evidence in the other two areas, for example that they had improved their structures, processes and resources.

The four areas are discrete but share a common theme – they deal with vulnerable victims where there is a high risk that an incident can quickly become critical, and where a poor police response is both life-threatening and poses severe reputational risks for the force. For this reason, the grade is an overall grade capped at the level of the weakest area of performance. Aggregating four components to a Fair grade – which is defined as being an acceptable level of service – when HMIC (and in many cases forces themselves) recognises that at least one area merits a Poor would be unsafe.

Contextual Factors

The AC is the ACPO lead for all these areas of business that come under the heading Protecting Vulnerable People, as they come under the authority of the SCO BCU.

The HCDVU deals with child abuse investigations (CAI). CAI was previously dealt with in partnership with the MPS child protection team at Stoke Newington, but it is now returned to direct force ownership. The HCDVU detective sergeant reports personally to the DCI (CDU) on a weekly basis, although additional updates will take place if required. The unit and the DCI are held to account at the weekly SCO management meeting. There is currently a 60% detection rate for all crimes investigated by the unit, an increase from 50% at the end of 2005, and the unit has had recent success with a conviction for historical child abuse. Information sharing with key stakeholders takes place under the auspices of ACPO guidance and Working Together and the pan-London protocols. Although the office is kept separate, it is near to, and personnel liaise with, those involved in sex offender management. There is a current child protection policy and SOP.

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HCDVU staff investigate all domestic violence (DV), and all roles, responsibilities, and the duties of partner agencies are fully understood and adhere to ACPO guidance on all these issues. The force is a member of the City of London DV forum. The DV co-ordinator from the joint CDRP/CoLP community safety unit chairs the DV forum, which meets quarterly. The DV forum was set up to ensure that stakeholders could develop, implement and evaluate the recommendations of the London DV strategy.

Overall DV rates are low within the City and repeat victimisation rates are also very low. This may be due in part to the low residential population, which means that the HCDVU can offer a very high-quality, time-intensive service. The CoLP has a stretching target for DV arrests – the 2005/06 target is that 85% of DV incidents with a power of arrest available will result in the exercise of that power. The force has not met this target for the year.

The hate crime and domestic violence policy and SOP are accessible to all staff via the force intranet. These set out the procedures for reporting, responding to and initial investigation of DV. The HCDVU has conducted awareness training around the force to ensure that non-specialists understand what initial action is required, and the roles that the HCDVU and its partners will play.

Public protection duties fall within the community policing priority, which describes how the force works with 'partners from the community and other agencies to concentrate joint knowledge, expertise and resources to find practical solutions to shared problems'. This also illustrates how all BCUs deliver against the force priorities, because public protection is the responsibility of a named detective (the public protection liaison officer (PPLO)) in the FIB of the SCO BCU. The director of intelligence co-chairs the local multi-agency public protection panel (MAPPP). There are close links between the PPLO and the unit dedicated to tackling hate crime, DV and CAI. The detective sergeant from this unit sits on the MAPPP. The FIB is also the central holding unit for missing person enquiries; the head of this unit sits on MAPPP.

Particularly in view of the numbers of registered sex offenders (RSOs), there is a strong organisational commitment to MAPPPA. The MAPPP structure is described in the MAPPP terms of reference (TOR) and associated protocols, which include information-sharing protocols. A significant difference between the City of London MAPPP and those elsewhere is that due to low numbers all subjects are discussed at the City of London forum; no one is risk assessed out of the multi-agency review process.

Divisional CID officers undertake missing person investigations under a policy and SOP that is set by SCO. Following the recording procedures laid out in the SOP and on the form ensures that a detective investigating officer is appointed. The rank of that officer will vary according to the initial and subsequent risk assessments. However, the first reporting officer is responsible for the initial investigation and for the first risk assessment, although in the event of a missing person-related critical incident, an SIO would deal in close liaison with senior officers. This is because the low number of missing persons in the City means that senior officers would become involved very early on in a medium/high risk missing person enquiry. The policy is currently under scheduled review in order that it will comply with the current ACPO manual. Effective recording procedures are in place, with the national initial reporting form accessible to all via every workstation.

The City is unique in benefiting from an extensive CCTV system, Business Watch and excellent media liaison, which ensures that there is information readily available to aid investigations.

Strengths

- The AC is the ACPO lead for all these areas of business as they fall under the authority of the SCO BCU. The head of SCO has strategic responsibility for CAI and DV.
- There is a well-defined management structure with clear lines of accountability from practitioner level through to the chief officer lead. In relation to hate crime and DV, it is the HCDVU that deals with such allegations. The detective sergeant reports directly to the DCI (CDU) on a weekly basis at the very least. In turn the unit and the DCI are held to account at the weekly SCO management meeting.
- The CoLP has a raft of performance measures in place as a basis for judging CAI and DV performance; the majority of which are currently quantitative in nature. The force is cognisant that in order to obtain the whole picture on performance there is a need to have in place qualitative indicators also. The force is working hard to address this and put together meaningful measures. It is examining HMIC thematic reports on both CAI and DV in order to compile a range of qualitative measures to sit alongside the quantitative one already in place, which fit in context with the force's low crime levels in these areas.
- The force could provide evidence that management information is being used to inform improvement. One example put forward by the force related to an alleged incident of child abuse at a school outside the City boundary. The lessons learnt from this incident led to the HCDVU improving its data-recording procedures.
- The CoLP has in place an up-to-date child protection policy and hate crime and DV policies with SOPs documented for both, which are accessible to all staff on the force intranet. These comply with the ACPO guidelines, Working Together and with the pan-London protocols. Additionally for CAI, there is a user-friendly flowchart entitled 'Taking a child into police protection' also on the HCDVU's intranet webpage for use by staff.
- ACPO guidance is adhered to in relation to the roles and remit of specialist police personnel, particularly under the joint working arrangements with departments in the City of London Corporation, and other procedural matters.
- There is evidence that the CoLP displays strong commitment to multi-agency child protection. For example, the force sits on the City and Hackney local safeguarding board (LSB), and also sits on a subgroup for City agencies only. The CoLP has contributed to the funding of the City and Hackney LSB, and works to the pan-London protocols under which the City and Hackney LSB operates. All relevant agencies participate in jointly auditing cases.
- The force has effective reporting procedures in place for CAIs. All staff have access to the force crime and intelligence system, Integra and other essential technologies and databases, such as the police national learning database. The force CAD system includes a code for child at risk that can be searched upon and/or flagged.
- The force is a member of the City of London DV forum. The DV co-ordinator from the joint CDRP/CoLP community safety unit chairs this quarterly forum.

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- The force can provide examples where multi-agency problem solving has led to successful DV reduction outcomes. One initiative was designed for the 'educate children and young people' theme, which involved the distribution of education packs in local schools. The second centred on improving the information flow for women and child victims of DV producing a leaflet containing a list of advisory numbers and email addresses.
- The very low numbers of child abuse and DV allegations per annum mean that current staffing levels within the HCDVU are sufficient for the workload of the unit. Having three officers in place provides resilience for training and other necessary abstractions. Investigators are not routinely abstracted to duties unconnected with these core functions of protecting the most vulnerable.
- Lines of accountability and roles and responsibilities are documented in published role profiles under the ICF framework. These are reviewed at least annually, and all members of staff have been appropriately vetted. All HCDVU staff are achieving best evidence trained. The detective sergeant within the unit attends both MAPPA meetings and the multi-agency DV forum. The police attend and contribute appropriately to case conferences.
- Due to the low numbers of both child abuse and DV allegations per annum occurring in the City, there is opportunity to instigate a robust audit and quality control process for investigations. For example, all cases are reviewed by the DCI on a weekly basis, or more frequently if the circumstances of the case necessitate closer supervision. In addition to this process, the detective sergeant within the HCDVU routinely quality assures relevant Integra reports.
- The force has effective links between staff dealing with child abuse and closely related disciplines. As mentioned previously, the HCDVU deal with both CAIs and DV. Although the office is kept separate, it is geographically near to the staff involved in sex offender management. In relation to child missing persons, an additional missing persons report is forwarded to the HCDVU as well as the detective sergeant from the unit that regularly monitors flagged missing persons reports on the CAD system.
- Turnover of staff in the HCDVU is low. An officer currently on attachment has been there for some time, and was mentored by the unit's detectives. Two of the three officers are trained in INI, which they have used in recent CAI cases. The detective sergeant is scheduled to go on the new Centrex/NCPE PIP CAI course.
- In relation to public protection issues the AC is again the force lead at ACPO level.
- The force hosts its own MAPPP that is held every two months and it is co-chaired by the director of intelligence. The other chair is from the London Probation Service. Force membership also includes divisional DCIs, the head of FIB, the detective sergeant from the HCDVU, the force MAPPA co-ordinator and others.
- The force has drawn up TOR for MAPPP that are due to be signed off by all participating agencies that define and illustrate the CoLP's strategic approach to MAPPA. These TOR describe, for example, the accountability framework, the roles and responsibilities of participating agencies and information-sharing protocols.

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Subject to the agreement of all the MAPPP partners and relevant legislation, the TOR will shortly be published on both the force intranet and internet.

- In contrast to other forces where there may be numerous RSOs to consider, the CoLP has only three. The force MAPPP therefore reviews all cases, irrespective of whether they are level 1, 2 or 3. The FIB detective with MAPPA responsibilities completes the MATRIX 2000 risk assessment, and updates ViSOR accordingly. In the absence of a national template, this officer has devised a template on which to record all visits and contact with the subjects, and all findings. This is then used to update the risk assessment, thus providing a documented audit trail and decision log.
- In light of the low number of RSOs within the City, the force believes that the workload does not warrant the establishment of a dedicated post for MAPPA duties and that the current resource level is therefore proportionate. Police responsibilities under MAPPA are effectively managed through the MAPPA co-ordinator.
- The force has completed all back record conversion for ViSOR.
- The AC is the force lead at ACPO level for missing persons with the policy lead being the head of SCD. In the event of a missing person-related critical incident, an SIO would deal in close liaison with these senior officers.
- The force missing person policy and SOP describe the accountability framework, which is dependent in the first instance on a documented, supervised, risk assessment. This policy and SOP is currently under scheduled review to assure continued compliance with ACPO guidelines and best practice.
- The force has in place effective recording procedures, with the requirement that a detailed missing person docket based on the national template be completed. A record on the force crime and intelligence recording system, Integra, supports this process. In the case of child missing persons, an additional form will be completed and forwarded to the specialist unit that deals with CAI, the HCDVU. No missing person enquiry can be closed without the authority of the divisional DCI.
- The recent NCPE assessment in relation to missing persons commented on the good working relationships and protocols the CoLP has with partner agencies and other forces.
- The City is also unique in benefiting from an extensive CCTV system, Business Watch and excellent media liaison, which ensures that there is no shortage of information available to uniform and investigation. If a person goes missing in the City, they are almost certainly going to be seen. This technology has in fact been used in the investigation of a suspected abduction.
- There was evidence that front-line staff within the force had a good awareness of the role and responsibilities of the HCDVU and were equally aware of how to go about obtaining support and guidance from this department if required.

Areas for Improvement

- The force's year to date figure for DV incidents with a power of arrest that resulted in an arrest came in at 63.6%, which was below the 85% target. There were 39 such incidents during the year.
- The force should review whether it is appropriate to have HCDVU specialists on the general SOIT call-out list.
- The force, through the work of the staff within the HCDVU, has provided training to a considerable number of front-line staff within the City. This has been on various topics; some of this training has also been jointly delivered with partner agencies. This level of awareness training needs to be extended to include PCSOs.
- A TNA for the HCDVU as a whole should be conducted. This should then lead to a more formal structured programme of training for staff entering this field of work. This should include, where appropriate, effective joint training with other agencies. Consideration should also be given to including the London child protection committee's recommendations where appropriate.
- Although, as previously mentioned, the CoLP provides a certain level of awareness training to staff, the force acknowledges that they could still provide more opportunities for non-specialist staff to improve their knowledge. One method would be by providing the Centrex Responses to Domestic Violence modular training programme on the organisation intranet for staff to consult when needed.
- Currently the CoLP publishes issues relating to hate crime and the content of relevant training on the force intranet and also in force publications. In future this information should be externally quality assured by external stakeholders, such as the IAG, prior to distribution.
- An auditable system should be established to ensure that 'special schemes' (children at risk) entries on the force CAD system are checked at six-monthly intervals with the HCDVU to ensure the information held on there is still relevant and accurate.
- Due to the current workload the force does not have in post a full-time MAPPA liaison officer. In view of the fact that there is no ICF role profile in place for this part-time post, there is a need for the performance expectations of this post holder be jointly reviewed and agreed.
- The information available on the force intranet concerning MAPPA could be increased for the benefit of divisional officers.
- The force should ensure that there are sufficient members of staff trained in the use of ViSOR to maintain a healthy resilience.

GOOD PRACTICE

TITLE: A Pan-London safety initiative to alert people to the risks of using unlicensed mini cabs and reduce the number of cracked and ineffective trials in relation to taxi touts.

PROBLEM: Illegal taxi-touting in the City has been an issue for some years.

SOLUTION: History: Illegal taxi-touting in the City has been an issue for some years. This is due in part to the growth in the night time economy. Offenders often openly touted in prominent City locations. The Force investigated a series of serious offences of indecent assault and false imprisonment. One operation used covert methods and resulted in the successful prosecution of one man for numerous crimes across central London. Intelligence obtained from the MPS in August 2005, showed that 11 people a month become the victim of a sexual assault, after being picked up by illegal taxi-touts. The issue was also highlighted as a concern in consultation with City businesses in 2004.

Solutions: Posters in bars and on the underground and e-alert messages and press ads have been used to educate members of the community. The Force and CDRP plan to pilot a Cab Marshalling system in the main hotspot area at Liverpool Street. However, enforcement options had proved problematic. Plain-clothed police officers arrested illegal taxi-touts on an occasional basis but this was ineffective. Evidence to convict offenders required compliance with RIPA and case law and competence in test purchase. At Snow Hill BCU, undercover officers were employed in one operation that proved effective but costly. The plan was devised to provide test purchase training to officers.

Method: Up to 25 Bishopsgate officers received test purchase training from the central detective unit, and a pre-planned operation, organised by the neighbourhood policing unit, was run in September and December 2005.

Action and results: This resulted in 54 arrests of illegal taxi-touts who were all charged and a high percentage have since been convicted, with others awaiting trial.

Feedback: There was some initial weakness in use and quality of tape recording but this was overcome. Feedback from officers, CPS and community groups have been positive. Officers are more skilled and feel more confident in dealing with such incidents.

OUTCOME(S): Reports from officers, BTP and local business and residents' representatives suggest a marked decline in the amount of touts operating, in particular around the Liverpool Street Station area. The number of offenders appearing at court for this offence has helped highlight the extent of the problem and fines as high as £1,000 and penalty points have been issued. To make best use of the trained officers, consideration is being given to working with other BCU's to target offenders in other hotspots in the City and MPS.

FORCE CONTACT: [Taxi Touts - DCI Jack 0207 601 2620](#)

5 Providing Assistance (Domain 4)

5A Contact Management

Grade	Direction of Travel
Fair	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
1	18	20	4

Contextual Factors

The CoLP has a centralised command and control function (force control room), which sits alongside the FCCIB. The force has outsourced 999 call handling and automatic alarm handling to the MPS. This is facilitated by a shared CAD system. The force has implemented Airwave, although the force control room Airwave function has suffered as a result of delays that were outside the control of the CoLP.

All aspects of this contact management supply chain have experienced previous under-investment in people and training. In common with most other forces, the quality of internal and external customer service has suffered as a result. This will change with the implementation of the QoSC, the National Call-Handling Standard (NCHS), the National Incident Recording Standard (NIRS), the recommendations from the national First Contact thematic inspection and existing internal drivers.

These changes are already under way, partly driven by the recommendations in last year's baseline assessment. For example, command and control is now fully resourced, and training, mentoring and professional development needs are beginning to be addressed. Existing working practices may need to be reviewed to ensure that adequate learning and development time is afforded to all members of staff. A new contact management strategy is being re-drafted, a performance management framework is under development, and more information is being made available to the public about contact and demand management than was previously the case.

In addition to the external drivers listed above, internal consultation results (eg the Quality of Working Life survey) have influenced the managerial approach. External consultation results are being communicated to the force control room and FCCIB staff, and are used to increase their understanding of the contribution they make to the achievement of force priorities and to the feeling of safety in the City. The force has just opened negotiations with the MPS concerning, for example, agreed call-handling standards, SLAs and mutual business continuity issues. The force is also working closely with the officer undertaking the implementation of the QoSC, and the latter is liaising with the City of London Corporation concerning collaborative work and joint targets and measures around such service issues as the SNEN. Both report to the same superintendent, who then reports to the commander

via the police reform co-ordinating group. This should ensure that an effective change management approach is adopted.

Strengths

- 999 calls are primarily handled by the MPS but their targets are to the standards that the CoLP would implement. These emergency calls are robustly monitored by the MPS supervisors, including quality assurance of individual calls by call handlers and by dip sampling.
- Regular surveys are conducted by the force to better understand customer satisfaction. These are reviewed at the ACPO-chaired PMG, and at the consultation forum. The chief inspector with responsibility for the force control room also feeds back information emanating from these surveys to the control room staff at the regular meetings he has initiated. In addition the same officer has recently commissioned bespoke customer satisfaction surveys relating to the force control room.
- There is evidence that there is a certain level of staff empowerment to deal with complaints, in that the inspectors within the force control room can deal with first complaints that come to the notice of the force via the control room.
- The AC is the ACPO lead for contact management and accessibility.
- Contact management is, through the QoSC/citizen-focused policing project, an agenda item on the strategic-level police reform co-ordination group chaired by the commander.
- Cross-departmental business issues, such as customer satisfaction results and response times, are managed through the force meeting structure, particularly the PMG.
- Organisational objectives are communicated to all staff by various means. The primary methods include the meeting structures, the intranet, internal and external marketing tools and events, and through articulation by leaders and managers throughout the organisation, up to and including the Commissioner.
- There are regular meetings between the chief inspector with responsibility for the force control room and first-line staff. The inclusion of sergeants and inspectors into those meetings is a welcomed development.
- The CoLP treats demand management as a logical outcome of effective service delivery input/output. One First Contact example is that of the clear, simple grading policy that forms part of basic CAD training for all CoLP force control room staff, and their equivalents in the MPS. If appropriate, this is explained to the caller, and is published on the force website. Other examples of how demand is managed through increasing the variety of supply methods include the establishment of a dedicated RPU, ward policing and the neighbourhood policing project, the fraud desk, the counter-terrorism security advisers (CTSAs) and the FCCIB.
- Timely, accurate, relevant information is secured by the call taker and supplemented by the various CAD and PNC information sources available at the time of CAD creation and despatch. This ensures that appropriate numbers of relevant resources

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are despatched to each incident. Airwave has been rolled out, and will soon be working to its full capability, which also assists in managing the demand on the force control room in particular.

- The FCCIB has laid the foundation for the one-stop-shop service envisaged in Open All Hours and the BVR on crime processes and protocols. This is to make first and subsequent contact easier for external customers. It is also designed to meet the expectation that crimes can be recorded 24/7, and computerised crime numbers provided 24/7. Partly as a result of the above BVR, the force has also provided telephone crime recording points in each front office.
- The force has a minicom facility, and has British sign language trained staff present at all police stations to assist front counter staff if needed.
- A language card with basic police questions and potential answers in a variety of languages has been issued. The force pays for access to the Language Line facility, and interpreters can also be made available if required. The force offers a free translation service for its written products.
- All CoLP police buildings are wheelchair accessible, making the force more accessible to this group of customers.
- The force has just undertaken a Mystery Shopper exercise. The results will be fed back at a strategic level in addition to being used as part of the force control room action plan.
- The services provided by the force are already advertised via the organisation's internet, and by personal contact between the service suppliers and existing or future customers. Examples include the ward policing project, CTSA's, the business advice service, the fraud desk and the architectural liaison officers. In order to enhance this further the force is planning a communication campaign as part of the QoSC.
- The force is now measuring abandoned call rates. The force is now aware of how many people are failing to get through to the organisation, which currently is less than 5%.
- Some 10% of force control room staff are on flexible or part-time working patterns. Flexibility on the part of the requesting staff, their peers and line management means that no request for non-standard attendance has had to be refused.
- The force control room is now up to strength, facilitating a review of the shift pattern to better meet organisational and individual development needs.
- Resource management, HR functions and training provision are provided through the existing mechanisms that serve the rest of the BCU and the force. The direct, regular, and frequent communication between the chief inspector (control) and the BCU senior management team means that the force control room is supported in its day-to-day business. Human resourcing in the control room is considered within the same zero-based budgeting and resource allocation group (RAG) process as that of other units. This ensures that consideration of force control room needs is mainstreamed with those of front-line units/departments.

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- The force control room has an excellent retention record. Many members of police staff have been in post for several years, and indeed, most police officers assigned to the force control room in recent years have not asked for a transfer.
- On the occasions staff do leave the department, exit interviews are conducted and the results are collated according to the force-wide exit policy and SOP. The reasons for leaving are now published in the monthly force staffing dynamics report, which is a standing PMG agenda item.
- All staff engaged in contact management receive diversity training, and are assessed against diversity activities and behaviours as part of the PDR process.

Work in Progress

- It is acknowledged by the force that first contact and contact management is an area where improvements in the service can be made. There is, however, real commitment on behalf of the force to address the key issues. This is evidenced by the fact that the force has commissioned consultants to independently health check the force control room against the HMIC thematic assessment matrix. This independent body has already completed the first contact assessment, and this is forming the basis of the force control room action plan for the year.
- There was limited evidence of complaints tracking from the force control room, possibly due to the low number of complaints received, but a new tracking process monitored by a chief inspector has recently been introduced.
- Training in call handling, receive and transmit (R/T) skills, and current law and procedure does take place, but appears to be unstructured and ad hoc. Advances in effective customer-centred call-handling techniques in relation to conflict management and trauma management, for example, should form part of a structured training plan for the force control room, the FCCIB and front office staff in particular. The force has recognised this issue and reports recently introducing a structured training scheme for control room staff.

Areas for Improvement

- The force acknowledges that its current call-handling strategy is no longer fit for purpose. A revised document is currently being written with consideration being given to external drivers such as the NCHS and the NIRS during the process. Although the CoLP, in common with most other forces, was not compliant with the NCHS by April of this year, this was recognised by the organisation and improvement activity put in place to rectify this as soon as possible.
- The force needs to have in place a documented process, which ensures that customers receive timely relevant information regarding customer access and services.
- The ACPO lead should become the champion for contact management in the force.
- At present the force does not routinely canvas the views of its employees working within the contact management arena and use those views to develop and improve service delivery. The force, however, is embarking on implementing its own

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complementary charter as part of the QoSC, linked to the customer charter, where employee views are considered.

- The Quality of Working Life survey is an annual, documented survey of employees that is undertaken by the CoLP. It has been recently outsourced to reassure employees that anonymity is guaranteed. A comparison of the 2003 results with those of 2005 shows improvement in staff experience of working life, although the force control room remains one area of concern.
- Collaboration with the MPS, which handles 999 calls and CAD creation, has facilitated some emergency call demand modelling to be undertaken locally. Some CAD-based demand analysis has also been done. However, the CoLP has yet to undertake any form of local non-emergency demand modelling. This is down to the embryonic state of the performance monitoring system currently in place.
- The force has established disaster recovery and business continuity processes in place for the force control room. Nevertheless, business continuity is considered to be a general area for improvement, and so these processes will be reviewed, refreshed and re-tested as part of the new business continuity programme.
- Although the force prides itself on providing a bespoke service to meet local needs, it must agree and apply a corporate approach to all call handling, and set force-wide minimum quality service standards and bespoke additional standards as considered appropriate to meet realistic customer need and expectation.
- Minimum standards should be set for the supervision and monitoring levels expected by line managers in the force control room. Individual line managers must be required to evidence regular monitoring of call handling and R/T transmissions in a live and recorded environment, and this has formed the basis of regular interim PDR with force control room staff. This will also assist in a personal training needs analysis in relation to external and internal customer needs, eg pursuit handling and authorised deployments of armed response vehicles (ARVs), etc as well as in setting individual PIs.
- The force should review whether personal PIs would be an effective performance driver in the force control room and the FCCIB.

5B Providing Specialist Operational Support

Grade	Direction of Travel
Good	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
0	23	19	1

Contextual Factors

The AC is the force lead on the police use of firearms and has received the type of training appropriate to his role, including command roles. The force aims to be compliant with the Home Office code of practice, the ACPO manual of guidance and the national police firearms training curriculum. It undertakes a biannual firearms strategic assessment, which feeds into the force strategic assessment. The tactical firearms group (TFG) falls within the AT-PO BCU, and has an establishment of 2 inspectors, 7 sergeants, and 47 constables. It is headed by a chief inspector. All TFG officers are trained in the full range of firearms skills. The TFG provides ARV cover to the City, specialist firearms cover and is also trained and equipped to use a variety of less lethal options. In addition to the TFG, there are approximately 40 authorised firearms officers in the force. This brings the total firearms capacity to 11% of the organisation. The TFG frequently assists the MPS, and so the two forces collaborate on firearms training to SFCAT (sergeant firearms accreditation training) and IFCAT (inspector firearms accreditation training) standards. The force has sufficient authorising officers and gold commanders. Corporate governance of the force firearms response is through a variety of meetings, including the strategic firearms forum and the London regional firearms forums. The force is working to NCPE-approved action plans. Firearms officers have access to a full risk assessment toolbox and debrief after every deployment.

Public order is one of the four force priorities, and the AT-PO BCU leads on public order matters, with these being the particular responsibility of the superintendent (public order). AT-PO liaises closely with SB regarding public order, as well as on other matters such as CT. The force has a current public order policy, and adheres to the ACPO manual of guidance on ‘Keeping the Peace’, and the ACPO manual of guidance on public order standards, training and tactics. The force invests significantly in public order capability and capacity, and exceeds the ACPO minimum standards in this respect. In all other respects, the force meets the ACPO requirements. The force deploys a level 1 police support unit (PSU) for much of the day, and can regroup within an acceptable timeframe if a spontaneous incident develops, or if mutual aid is requested. The force has not had to call upon mutual aid (other than under Operation Benbow pre-planned events) for seven years because this force area has not seen any escalation beyond the ‘tension’ level in the ‘Keeping the Peace’ disorder model.

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City police collaborate with the MPS in public order training and exercises and, together with the BTP, have a partnership approach to public order in the now well-established Operation Benbow. This provides for a single chain of command. The force has a dedicated operations planning unit, which uses the force's full-time forward intelligence team when planning the force response to public order events.

The Commissioner is the force representative on the London regional resilience forum, and the head of AT-PO is the representative on the recently convened central London local resilience forum. The pan-London and local community risk registers will be compiled through these organisations. Discharge of many of the force's direct responsibilities under the Civil Contingencies Act 2004 falls within the remit of the superintendent (CT), because these responsibilities form part of the role profile for the CTsAs and the contingency planning specialists. The latter are co-located with peers in the City of London Corporation, and together they form the City of London contingency planning team. Additional staff have been recruited to assure completion of some of the areas for improvement identified below.

The force is fully engaged with the London strategic emergency plan, which provides a framework for the effective management of 'Rising Tide' and 'Sudden Impact' major incidents. The CoLP has also been involved, since its inception, in the London emergency services liaison panel (LESLP), and also operates, as a joint partner with the City of London Corporation, in the latter's major incident manual. The force has a variety of methods for communicating with the public in advance of, during, or after a relevant incident. These methods include ward policing and visible reassurance, briefings, real-time pager alerts, email alerts, SMS text messaging, the internet, the City pager-alert system and residents' newspapers.

Strengths

- The CoLP has a documented firearms action plan, which was approved by the NCPE. In addition, the NCPE commented favourably on the force's capability assessment. The CoLP is fully compliant with the relevant Home Office code of practice, the ACPO manual of guidance and the national police firearms training curriculum.
- Strategic self-assessment is driven by the biannual firearms strategic assessment, which itself is used to identify possible threats and risks to the organisation. It is also used personally by the chief inspector (TFG) to assess capacity and capability of staff engaged in firearms-related roles, requisite equipment levels and training needs. This document is reviewed by the strategic firearms forum, which is chaired by the AC. Attendees include suitably qualified officers from various firearms roles, an occupational health and safety and welfare (OH&SW) representative, federation representatives, a senior MPS representative, a police committee member and a member from the IAG.
- Below the strategic level, the self-assessment and lessons learnt processes are driven initially by a practitioner-led process evaluation. This is followed by a quality assurance review, which has three stages. The first is the inspector's review of documents and records made by the ARV crew. The second is the chief inspector's review of command decisions. The third is a dip sample of both the previous stages, by the superintendent (public order). Responsibility for feeding lessons learnt back into policy and SOPs rests with the chief inspector.

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- The force has completed generic risk assessments and copies are held by ARVs. In addition a risk assessment toolbox matrix is carried by the ARVs and all firearms trained staff are trained in dynamic risk assessment. The full risk assessment toolbox is also available to staff via the TFG intranet site.
- The AC is the force lead on the police use of firearms. He has also been trained as a designated senior officer for Operation Andromeda. His proactive leadership is evidenced first through being the chair of the strategic firearms forum, and also through his personal scrutiny of these and other specialist roles through frequent meetings with relevant BCU senior managers. The force has addressed the issue of succession planning for this key role as evidenced within minutes of the Court of Common Council of March 2006.
- The force has in place clear and well-documented channels of communication between policy groups and practitioners, which provide the opportunity for discussion and review of emerging issues. Such channels include links with the regional firearms forum and the force strategic forum through to the force operational firearms forum, the TFG management meetings and finally the TFG supervisors meetings. The chief inspector (TFG) is responsible for ensuring any policy changes are reflected in current documentation.
- Full debriefs are undertaken after each authorised deployment and, in addition to the TFG documentation, any learning points are noted on the operational debriefing spreadsheet which is held on the TFG restricted website. This ensures that lessons learnt can be disseminated while the policies and SOPs are in the process of being updated if required. This log also enables thematic issues to be identified, and for dip sampling to be conducted by the superintendent (public order).
- For both spontaneous and pre-planned operations, the force ARV officers have various less lethal options available to them including the L60A1 (AEP), L104A1 launcher and L18A1 optical sight (baton rounds and baton guns) and Tasers. These are in addition to personal protection equipment such as CS incapacitant spray and batons. As the force firearms lead, the AC has decided that the CoLP will not have passive attack dogs as the City environment means that such a less lethal response is inappropriate here. Trojan dogs are deployed instead. The force also has trained negotiators who can attend the scene of a relevant incident if required.
- In common with the other BCUs within the CoLP, AT-PO constructs an annual action plan in a cycle that falls in line with the force business planning process. This common approach ensures that the national objectives listed in the national policing plan appendix to the national community safety plan, and the force priorities as identified in the strategic assessment and through IAG and community consultation, are the foundation for AT-PO's SMART (specific, measurable, achievable, realistic, timely) objectives. It is worthy of note that the AT-PO BCU is the lead BCU for two of the four force priorities.
- All specialist operations resources are included in the fortnightly FTCCG meeting that deals with all force tasking.
- The force has in place auditable and up-to-date documentation in relation to selection, all forms of training and the reassessment and accreditation of staff within

the various specialist units of AT-PO, such as the TFG, the dog section, public order and the mounted branch.

- The force has comprehensive and effective partnership arrangements and plans in place with other specialists and all blue light services and other agencies, to provide a response to a firearms-related incident, as well as any other potential critical incident. These include joint training, testing, exercising and deployment, all of which is regular and frequent. Key to these arrangements is the LESLP and Operation Benbow. Operation Benbow is a formal mutual aid agreement between the CoLP, the MPS and BTP and is widely regarded to be best practice.
- Since the last baseline report, AT-PO has made improvements in the under-representation of females within certain units, such as public order and the dog section. This is due to a range of initiatives undertaken by the department to specifically address the issue.
- Public order is identified in the strategic assessment in its own right. It is one of the four force priorities, and incorporates ASB and alcohol-related crime and disorder, as well as violent crime. This is clear from the local policing plan and related publications. It is evident from the force strategic assessment, and the BCU tactical assessment documents that key issues surrounding vulnerable communities and locations have been appropriately identified.
- The force has a detailed understanding of the risks, threats and community impact of incidents and issues likely to trigger public disorder, for example domestic extremism. The force believes that the effective management of these issues is one of the reasons why it has not had to secure mutual aid for spontaneous public disorder for seven years.
- The CoLP has an NIM-compliant mechanism to allocate resources to predicted level 2 demand. In addition to this, the information and intelligence collection capability of the force encompasses both internal and external sources. Relevant intelligence is gathered and disseminated by SB and the force uses intelligence from such partner agencies as the CDRP, City of London Corporation, MPS, territorial BCUs and specialist units, the security services, SOCA, FBI and various economic institutions, among others, to draw up the strategic and tactical assessments. Some of the tools through which this is done include FIB and DIU access to the MPS criminal intelligence system, ViSOR, CDRP databases, ANPR and CCTV, open source material, regular and frequent meetings between cross-border intelligence staff and regular strategic level meetings between cross-border senior officers. Other methods include the meetings between the cross-border Operation Rainbow co-ordinators and the guardian group meetings, particularly the weekly security review committee at NSY.
- The CoLP SB receives the London-wide community tensions monitoring briefing and this is disseminated to relevant personnel, and the most overt method of local tensions monitoring is through the ward policing teams. Rising tensions would trigger a response through established NIM processes.
- The force exceeds the recommended PSU capacity and capability when measured against the ACPO manual of guidance. The force has a dedicated, modern, gold control (command) facility, and an effective PSU call-out capability.

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- The Lord Mayor's Show is an example of a clear, positive, productive relationship with event organisers supported by structured, documented plans, collaborative planning through regular meetings, table-top exercises and documented debriefs. Regular meetings have taken place between the CoLP and the Lord Mayor's Show safety advisory group and the force is fully engaged in the risk assessment currently being undertaken by Capita.
- The force can display the application of the conflict management and disorder models. For example, it is used for planned events that may result in raised tensions such as the regular SHAC demonstrations.
- The CoLP has a staged PSU call-out system, which can provide up to three PSUs if required over a period of time. This number of PSUs exceeds the CoLP's responsibilities under the current national arrangements.
- The force has in place a mobilisation plan and requisite call-out procedures, which are documented, tested, used and reviewed.
- There is a contingency plan in place within the force to meet exceptional demand should it occur. This is primarily through Operation Benbow and thereafter, through the application of LESLP. There is also an agreement with the MPS for its 'Commissioner's Reserve' to be deployed if required.
- The force is fully engaged at appropriate ACPO and senior officer levels with the pan-London forums (regional and local resilience) and has the ability to manage and co-ordinate the discharge of duties arising under the Civil Contingencies Act 2004. This includes the risk assessment process as well as hazard and threat identification. The London strategic emergency plan and the LESLP manual provide protocols for information sharing and exchange. The relevant authorising groups are still adding to the relevant authorising forums. Force representatives are aware of the LLRF subgroups and are able to take forward issues raised for further action.
- Established and effective systems already exist for the exchanging of information with some established partners through the command and control network. These include guardian forces, other emergency services and other partner agencies such as TfL.
- The force's own arrangements for communicating with the public in relation to a sudden impact include e-alert and the pioneering pager-alert system. The force is developing a pager-alert system at seven locations within the City and it is also exploring the opportunity of using dot-matrix notice boards, (eg at mainline stations). Rising Tide communications tools include E-Alert, the weekly City Bridge call, regular breakfast briefings with key financial and/or political stakeholders, regular public consultation meetings with residents and the ward constable network, a police newsletter to all residents, 'CityView' and 'CityWatch' magazine articles, as well as the internet.
- Additional communications strategies are provided for in the previously mentioned pan-London forums and plans. These processes were proven to be highly successful during the initial response to the incidents of 7 July last year.

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- The current force business continuity plan (BCP) identifies many critical functions, and has put in place some processes and functions to reduce vulnerabilities such as data replication.
- A generic emergency plan (the London strategic emergency plan) exists together with specific emergency plans. One example of such a plan relates to the threat of a flu pandemic. All plans have been drafted in consultation with partner agencies. The force has a number of long-standing agreements with a voluntary organisation to assist with the aftermath of an incident, eg the central casualty bureau.
- A partnership approach has been taken to contingency planning, and the force has co-located its team with threat of the City of London Corporation. Together they are identified as the City of London contingency planning team.
- The force has demonstrated that it does have sufficiently trained and practised personnel with access to adequate resources to provide an effective initial response to a major incident (London bombings – July 2005). Furthermore, provision is made to regularly exercise procedures supported by other training events such as awareness-raising days, some of which are taking place currently.
- Operational planning output does reflect community impact assessments, intelligence and other information. The FIB and the force environmental scanning officer gather open source material. The latter produces a monthly briefing sheet (CESAR), which is circulated to a wide audience that includes category one responders in and outside London, and various City stakeholders.
- Formal, long-standing, well-practised and tested arrangements are in place for mutual aid in the form of the previously described Operation Benbow.

Work in Progress

- AT-PO acknowledges that they need to make more effective use of intelligence in order to drive their workload. To this end the department has appointed an intelligence co-ordinator and now reports some success impacting this issue.

Areas for Improvement

- The force should ensure that an auditable process of testing force mobilisation exists, and that all those involved in the test are involved in a structured debrief. This must feed into any changes made to the mobilisation procedures.
- Although the performance management framework for AT-PO is embryonic, it is developing and moving in the right direction. A requirement that any performance measures have linkages with force and BCU priorities is essential. It is also acknowledged by the senior managers within the department that there is a need for them to consult their staff more in relation to the objective-setting process for AT-PO.
- The force must ensure that non-IFCAT-trained command and control staff receive awareness training regarding the decision to deploy ARVs, as well as how this should be managed and recorded on the CAD system.
- AT-PO must ensure that an effective and efficient process exists for recording all specialist training on the force NSPIS HR systems, such as the duty management

system (DMS) and the training administration system, in a timely and accurate manner.

- Although the CoLP has in place a BCP and programme as mentioned above, this must be revised until it meets all the statutory requirements and any non-statutory guidance that the force has decided are appropriate. This should be undertaken through a risk-managed process with the revised document being signed off by the strategic tasking and co-ordination group (STCG). The force must ensure it then has in place a programme to test the revised plan in a structured way that assures resilience in the plan itself. This programme should be maintained in an auditable form.

5C Strategic Road Policing

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
0	7	33	3

Contextual Factors

The AC is the ACPO lead for strategic roads policing. Under the chief superintendent AT-PO, the superintendent (public order) has responsibility for the RPU and sets the strategic direction. The public order chief inspector provides local leadership, but the onsite inspector provides day-to-day management and visible leadership. The RPU has merged with the operation Laser team, expanding the complement to 1 inspector, 3 sergeants and 24 police constables together with 3 members of the special constabulary. Gender diversity has improved; females now account for 13% of the complement. The RPU maintains a balanced skill set and deploys a wide variety of vehicles.

The force has established a collision investigation unit. Working closely with this unit is the CPS which quality assures all fatal collision files.

The RPU is tasked at BCU level through an established NIM process. The RPU will also undertake its own intelligence-led, and/or partnership-based operations ensuring, however, that the unit provides a minimum level of patrol cover.

The RPU is subject to a large number of performance targets and measures; monitoring is undertaken locally and nationally. All officers have an ICF-compliant PDR process, with individual PIs and SMART-based objectives set in support of RPU and force targets. Input/output results are reported on daily via a self-completed NIM tasking sheet. The CoLP is on target to achieve the 2010 targets with the exception of cyclist casualties; work is under way to address this gap.

Since its formal re-launch last autumn, the RPU inspector has aligned RPU activity to the five areas of the national roads policing strategy. RPU personnel are aware of these five strands, and activity throughout the year has been undertaken to promote them: denying the criminal the use of the road (eg Operation Stigma); reducing road casualties (eg Operation Atrium); tackling the threat of terrorism (eg Operation Genie, Operation Mermaid); reducing anti-social use of the roads (eg Operation Arrange); and enhancing public confidence and reassurance through visible patrol.

Partnership activity is central to casualty reduction, and public consultation has influenced other activity under the strategy, for example in relation to anti-taxi-touting. The RPU has received letters of thanks from the public for its work, lending weight to the view that its activities meet public needs and expectations. Home Office quarterly reports indicate that

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the CoLP is now one of the leading forces for ANPR activity, (including static and operation Laser). From March 2006, the force is unique in that a vehicle will not be able to pass through the force area without passing static ANPR. Mobile ANPR will still be used for Operation Rainbow options.

The RPU has undergone a year of change and, more importantly, improvement. It has widened its scope, and now needs to ensure that the rest of the force is aware of this to facilitate further cross-unit collaboration. In addition, it has committed itself to an effective performance management regime.

Strengths

- In 2005/06 27 people were either killed or seriously injured on the roads within the City of London. This was 20 fewer casualties than the previous financial year.
- The force's entire RPU is dedicated to ANPR interception as an intelligence and enforcement tool. This is facilitated in part by the fact that no vehicle can cross the City without passing static ANPR, a unique position for any police force. This also evidences the force's long-standing commitment to exploiting technology to support road policing.
- The force reads close on a million number plates per week, and recovers on average one stolen vehicle per working day, making on average two ANPR-related arrests per day.
- In addition to the fixed ANPR coverage, the force does have, and use, mobile ANPR in support of various options in the national CT operation.
- Technical expertise that the force calls upon in support of the road policing strategy includes that offered by its own trained collision investigators, SIOs, and the graphics and scientific support unit that assists in evidence gathering for road traffic collisions.
- The ACPO road death investigation manual is fully complied with. All fatalities are assigned to an SIO. In addition the RPU has trained FLOs within its complement.
- The CoLP subscribes to and uses the PIKE database.
- Over the last year, a performance management framework has become embedded in the RPU through the dedication of the RPU management and its unit members. This has been achieved through the introduction of individual PIs, targets and measures, the use of NIM principles incorporating intelligence-led roads policing (with briefing and debriefing) and improved liaison between the RPU specialists and territorial BCU officers via an NIM tasking process. This performance framework has contributed to an increase in the RPU front-line policing measure, and an increase in the number of ANPR intercepts.
- The RPU works closely with various partner agencies with particular technical expertise, including the department of technical services in the City of London Corporation, VOSA, the MPS and the CDRP.
- The force's roads policing strategy is that of the national roads policing strategy, with all activity driven by this document.

- The ACPO pursuits policy is fully complied with, including the use of a formal debrief process held by a TA in the event of a police pursuit.
- Removing the requirement to ride a motorcycle for all RPU staff, together with the unit participating in positive action initiatives such as open days has coincided with an increase in the number of females joining the RPU, both as regular officers and as special constables. Currently 13% of staff working within the RPU is female.

Areas for Improvement

- The RPU's remit has broadened with the adoption of the national roads policing strategy. The RPU now needs to ensure that its widening mission is fully communicated to the rest of the force in order that staff in other roles are aware of the contribution RPU makes to the current force priorities.

6 Resource Use (Domain B)

6A Human Resource Management

Grade	Direction of Travel
Good	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
2	18	23	0

National Position

The PPAF indicators on sickness and medical retirement continue to be key quantitative measurements of human resource (HR) performance. Increasing significance is being given to the completion of performance development reviews (PDRs) within 60 days of due date. PDRs should be intelligence-driven and link to other HR processes such as promotion and career pathways.

While most forces have conducted some basic workforce planning, this has yet to be extended to all staff, ranks and grades. Workforce planning often concentrates on basic succession planning for key operational police officer posts. Most forces now have a full range of policies to support the work/life balance, often going beyond their legal obligations. The majority of forces need to develop an effective mechanism to manage demand, which ensures that they allocate resources to peak periods. There is limited evidence to show that supervisors and managers have been adequately trained in effective resource management.

Although annual staff satisfaction surveys are common, applying the learning from these surveys, and from employment tribunals, accidents, injuries, complaints and grievances, could be developed further. Much health and safety activity in forces is owned by a handful of key individuals and is rarely integrated fully into day-to-day activity, other than monitoring of accidents, injuries and near-misses. Few forces have accident/injury reduction targets or effective performance management of health and safety activity.

Contextual Factors

The CoLP has benefited from consistency in the top team managing the HR services function, and in 2005 the force achieved IIP accreditation. Following a division of responsibility for the corporate support services BCU last year, the commander has continued to lead at an ACPO level. The HR director reports to him, is a member of the Chartered Institute of Personnel and Development (CIPD), and heads up the two primary branches of the HR services: these being the HR function, and the learning and development function.

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An experienced HR professional heads the HR side. She is also a member of the CIPD, holds a post-graduate diploma in personnel management and has extensive experience of HR in the police environment. She has responsibility for recruitment, employee resourcing, staff development and all HR NSPIS systems.

The head of learning and development is similarly well qualified and experienced in her field and has recently taken responsibility for allocation of the force training budget, and is operating according to a current three-year strategy and costed training plan. Each head has structured their relevant business areas around functional delivery and in support of operational policing requirements.

The force has had some significant successes in HR services this year, driven by the HR function. These include establishing PCSOs as part of the ward cluster teams, attaining liP accreditation and the creation of a bespoke probationer training programme that meets the IPDLP requirements, and is significantly citizen focused. It has been developed in collaboration with a local university and a partner police force.

The 2005 Quality of Working Life survey has shown improvements to staff experience of the CoLP as an employer, bearing out the positive comment of the liP assessor that some people in the force describe it as being 'like a family'. Continued embedding of necessary and effective processes in the corporate culture has been achieved through the creation, revision and roll-out of relevant HR policies and SOPs. Work has been ongoing as regards the relationship between the force and the City of London Corporation with particular reference to the terms and conditions of police staff; the impact of these discussions should begin to be felt in the short and medium term.

Strengths

- In relation to sickness, the CoLP has published targets not to exceed 60 hours (6 x 10-hour days) for police officers, and 56 hours (8 x 7-hour days) for support staff. However, for police officers the average number of working hours lost per annum due to sickness for this financial year is 6% down on last year's final figure standing at 12.56. For police staff the final year figure is 16.48. This is slightly down (0.67%) on last year's figure.
- The CoLP is one of the few Home Office forces to attain liP accreditation for the organisation. The liP assessor has identified as a 'strength' the continuing determination of all senior managers to improve performance by investing in their people.
- The CoLP has used a costed HR strategy to drive the HR function over the past three years. The force is currently drafting a new strategy according to schedule.
- The police committee scrutinises various aspects of the HR function. In addition to the regular monitoring reports submitted to the police committee, which also includes additional information specifically requested by members, one member is the named liaison for the force training improvement board.
- The force looks to its HR leaders for advice and guidance owing to the expertise and professional qualifications of the HR function, which includes

learning and development, and OH&SW. Particular examples include advice on long-term sickness management and returns to work thereafter

- The HR director acts at a strategic level, is a member of STCG and reports directly to the ACPO lead, which is the commander. She is fully supported by her heads of profession, who possess relevant executive qualifications and experience in the fields of HR and learning and development.
- The HR function is fully integrated into force business. For example, the HR director is a member of the RAG and the police reform co-ordinating group, in addition to sitting on the force STCG. Ultimately, the HR function works towards ensuring that the right people with the right skills are in the right place at the right time to maximise force performance.
- The HR director leads on the workforce modernisation programme and, under this programme, ensures that the organisation is aware of when new activity is being undertaken. Examples include the successful 2005 introduction of PCSOs, or the forthcoming introduction of civilian investigators to the economic crime department.
- Although a number of functions are centralised, which is appropriate in a force of this size, other aspects of HR have been devolved to the most appropriate level. These include line management, absence management (albeit with HR overview at certain trigger points), flexible working decisions and selection panel membership (supported in administrative matters by the centralised HR function). These are handled by line managers and by the local BCU business managers. There is clarity about individual responsibilities within these processes and regular meetings between HR services and BCU business managers ensure corporacy where appropriate.
- All HR activity is subject to a rigorous performance management regime that includes quantitative and qualitative performance targets, measures and indicators. For example, not only must 95% of PDRs be completed within 60 days of the due date, but the HR function is required to quality assure certain aspects of every PDR. For this current year the completion rate stood at 95.7%.
- The Commissioner has responsibility for the health and safety function; the force lead is the commander. The force has a current health and safety action plan 2004–07, a training strategy, training plan and policy document and a document that sets out clearly the service levels to be delivered by the OH&SW function.
- There is evidence of OH&SW monitoring and reporting on a variety of circumstances; these include where near misses have taken place, or where injury has been sustained. There is strong evidence of central monitoring and audit processes to ensure lessons are learnt and procedures or environments are improved.
- The results of the 2005 Quality of Working Life survey, which was independently administered, provide supporting evidence to the liP

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assessment regarding staff motivation and commitment to the CoLP as an employer.

- The liP assessor has drawn attention to the force's commitment to learning and development, although the force is mindful that this is an area still undergoing change as a result of the national drive for continuous improvement and best value. Recent additional changes in this area include the centralisation of the force training budget under the control of the head of learning and development, to whom BCUs must make bids in accordance with the costed training plan, costed HR strategy and the force priorities.
- Individuals own their own development, and the PDR continues to be embedded as the primary tool through which to identify personal and professional learning and development needs, and the means by which these might be met.
- The honoraria process has been changed, and payments are now made quarterly by a centralised committee decision to ensure parity between BCUs.
- Effective absence management of police officers is one of the contributory factors in the force's achievement of a reduction in the police officer sickness levels. The force is trying to ascertain the reasons why the police staff sickness rate does not show a similar trend. It may be related to the high proportion of vacancies being carried.
- The force has recently approved a new working time directive policy and SOP. The force's compliance is now closely monitored through the NSPIS DMS and further scrutinised by the AC at the PMG.

Work in Progress

- The format in which some of the monthly staffing dynamics report information is presented could be simplified to better meet the needs of the various users. This has recently been completed.
- The HR function needs to improve its strategic management of restricted/recuperative duties, so that an informed overview is maintained, and to ensure that individuals on such duties, and those managing them, are suitably supported. To this end a new monitoring process has recently been established.

Areas for Improvement

- It is acknowledged by the force that the roles, responsibilities and training of PCSOs need to be improved. It should be noted that the force has identified this, and that several recommendations for change have already been approved by STCG.

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- The HR function needs to promulgate better understanding of the flexible working policy's processes, particularly among first and second-line managers.
- There is scope for further improvements to be made to the honoraria system to improve transparency, for example publishing a rationale for the decisions made, and introducing an appeals process for the BCUs concerned now that the process has been centralised to improve consistency.
- The force should consider whether having published corporate standards for commendations and other similar recognition tools would prove useful for staff and managers alike.
- The HR function should ascertain whether the City of London Corporation is drawing on the detailed statistics held by the force to ensure that any emerging equal pay issues are highlighted in a timely manner.
- The force must ensure it has an effective and resilient method of ensuring that all members of staff learn the lessons of ETs and grievance investigations, and that this is embedded as an iterative process.
- Data collection and reporting within the OH&SW function may be an area where improvements could be made, as although statistics are collected and reported upon, it is unclear whether these are sufficiently comprehensive, or whether once collected they are used correctly to drive change. However, it may be that clarity would be achieved by changing the way the information and analysis is presented. Work is ongoing to resolve this issue.
- The method of completing, collating, analysing and reviewing OH&SW risk assessments needs to be assessed and updated to ensure it is fit for purpose.
- Although the completion rate for PDRs stands at 95.7% for this current year, the percentage of those completed within 60 days of their due date was 81.9%. This falls short of the stipulated target of 95%.

6B Training, Development and Organisational Learning

Grade	Direction of Travel
Good	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
3	11	27	2

National Position

Learning and development (L&D) is a key driver for forces to improve performance. The requirement is for the right staff to have the right skills in the right place and at the right time in order to achieve or support operational performance.

HMIC has awarded a Good grade where key criteria have been met. Notably, where there is a clear distinction between the role of contractor and client, with the full and sustained involvement of a chief officer and the Police Authority. There should be a single post with accountability for all L&D products and services. Another prerequisite is an L&D strategy which is fully compliant with Home Office guidance and supported by a business plan, an improvement plan and a fully costed 'planned' and 'actual' delivery plan. Finally, a Good grade reflects robust quality assurance and evaluation processes, with clear evidence that the force is engaged in collaborative activity.

Contextual Factors

This section summarises the results of improvement activities which have been undertaken since the last inspection. It facilitates an understanding of the context within which such activities have taken place together with an understanding of the outcomes.

The force was graded Fair during the 2005 baseline process with a number of recommendations made for improvement.

- The head of learning and development is now responsible for the total force training budget, and works closely with specialist areas to formalise and manage all CoLP training activities in line with the national costing model and organisational priorities.
- The head of learning and development has the responsibility for quality assurance of all force training. The quality assurance policy has now been fully adopted within the learning and development department and through strategic support and direction; the specialist areas are improving their processes to quality assure all aspects of specialist training.

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- The original prioritisation model has been revised and the concept is now an embedded phase of the training plans. All BCUs and departments are able to use the revised process to prioritise training demands throughout the year.
- Formal agreements for collaborative training partnerships have now been introduced.
- The post of evaluator has been filled and the formal evaluations are now being conducted through this post.

Strengths

- The leadership of learning and development is the personal responsibility of the commander. This strategic ACPO commitment, combined with police committee sanction of the learning and development function and stakeholder involvement, ensures robust adherence and management of the approved policies and processes.
- Learning and development strategies and plans are formally ratified by ACPO, the police committee and senior management following a comprehensive stakeholder consultation process. The force has a dedicated mechanism for reviewing and monitoring all policies and strategies to ensure effectiveness against organisation goals.
- The learning and development function has achieved liP status. Additionally, the findings of the Quality of Life survey 2005 identified significant improvement in staff satisfaction from the previous 2003 survey. All roles are mapped against ICF. Staff are actively encouraged and supported in development opportunities both for qualifications (Cert Ed, MA, Adi A1, etc) and participation on key regional and national learning and development and specialist forums.
- Learning and development actively engages with numerous national agencies and bodies including FSA, National Fraud Working Group, NTMG, ARA and HSE. Regional bodies include firearms, evaluators, training managers, IPLDP and CLDP. The police committee has set an annual learning and development PI for collaborative working, which was exceeded during 2005/06. Examples include shared trainers for fraud, public order surveillance and motorcycle training. All training budgets are centrally held with force-wide learning and development events costed using the NCM.
- Strategic developments are identified through the force business-planning process and performance management group and agreed at STCG (with learning and development representation). This information directly feeds initial plans as well as updating existing training. Additionally every PDR is monitored for training needs. Learning and development conducts the PDR audit to ensure all individual training needs have been addressed.
- Systematic quality assurance processes are in place. In addition to standard quality assurance processes, a scrutiny document is used to initially assess the rational, effectiveness and benefits of the proposed development event.

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- Learning and development actively encourages all aspects of equal opportunity. The department promotes and practises flexible working arrangements. The Quality of Working Life survey 2005 analysed motivational factors and showed significant improvement in the commitment of learning and development staff towards the force and department. Team meetings and away days are used to provide opportunities for staff development, creativity and motivation in the role thus leading to greater job satisfaction.
- The CoLP diversity unit has conducted an audit of diversity training. The audit included consultation externally and internally with support groups to examine the relevance and quality of content. The City University accredited diversity course is the first to collaboratively work with the Imperial War museum Holocaust exhibition, raising awareness and empathy with persecution in society. The IPLDP community placements ensure student officers are integrated into community groups raising their knowledge and understanding of local issues.
- The delivery of training to the financial service sector on crime recording has resulted directly in the improvement of crime reporting from that industry to the police.

Areas for Improvement

This section provides a broad summary of the areas for improvement found as a consequence of the current inspection. Specific areas to address are contained in the detailed assessment guide, which the force retains. The document contains an 'indicative scalar' of between 1 and 5 for 90 specific areas. More immediate effort will be required on those areas scoring 3 or less than for those scoring 4 or more.

The progress on the areas summarised below will be reported in the context section of next year's report.

- The training improvement board (TIB) has operated a limited client relationship, which needs to be strengthened during 2006/07. It should more robustly represent the client and commission requests through learning and development or specialist departments. The TIB should then monitor the development and progress of the training against the requests.
- The national costing model is used for all training events across the force but it has not been used effectively as a management tool beyond the central department. The TIB and learning and development should make better use of the data, using the information to benchmark and make comparisons. Specialist departments have previously responded to organisational training needs but have not previously operated a formal option using the national costing model. This should be further developed over the next year.
- Evaluation has not been as structured as it should be with only a limited central quality assurance and focus. The evaluator post has now been filled and the evaluation strategy is being revised and implemented in full compliance with Home Office and national guidance. This should lead to improved processes and procedures with centralised reports and a SPOC for all evaluation issues, thus resulting in improved reporting, customer satisfaction questionnaires and surveys and more detailed level 3/4 evaluations.

- Currently the proportion of time and money invested in e-learning is not accurately measured. The force needs a more consistent method of monitoring resources against e-learning.
- Quality assurance is well established in the learning and development central department; the force must further promote, monitor and embed quality assurance throughout all specialist training areas.
- The force should develop a process to monitor, record and address community and customer learning and development expectations more formally.
- The prioritisation model has been refined and developed. It should now be used consistently throughout the year to identify priority requests for training.

6C Race and Diversity

Grade	Direction of Travel
Good	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
0	14	27	2

Contextual Factors

The Commissioner is the chief officer lead for race and diversity. The commander holds the diversity portfolio, and the force’s central race and diversity unit reports directly to him. In addition, all ACPO officers have race and diversity objectives in their current PDRs. The force can access a number of specialist resources, including the external force diversity adviser, an RES manager, investigators within the HCDVU, the race and diversity unit and the members of the IAG. The positive impact of the support networks seems to be increasing, as is the contribution of these networks in the positive promotion of equal opportunities and the force as an equal opportunities employer.

Race and diversity is threaded throughout force activity by way of the race and diversity strategy, the RES and related strategies, schemes, support networks, policies, procedures, and initiatives. It is also a visible framework in its own right, driving activity, as evidenced by the strategic level DAG chaired by the Commissioner or the commander and the diversity progress board chaired by the DoCS. From these strategic and tactical tasking groups, flows the horizontal cross-force diversity structure based on each of the six strands of diversity led by a champion, and the vertical structure in each BCU addressing all strands together. BCU commanders lead their BCU meetings and any issues raised are cascaded down to local unit meetings.

The police committee is directly involved scrutinising race and diversity in the CoLP. A member is invited to sit on the DAG, and also sits on the IAG and meets separately with the race and diversity unit. This is in addition to the police committee’s monitoring of how well the force is meeting the RRAA statutory specific employment duties. One way in which this is being done is through an externally assessed online personal training and learning check of the duties under this Act.

The force has a centralised race and diversity unit led by a police officer who has extensive expertise in this area, and is held in high regard by his peers. He has represented the police service on diversity issues in an international context, and has provided professional advice and guidance to other forces and organisations on the national and international stage. The force has recently commissioned new guidance documents in relation to the major world faiths. The first, concerning Islam, is of such high quality that it is already being promoted as best practice and used by other organisations. The force and individuals in it have received external recognition for results in relation to race and diversity.

Strengths

- The Commissioner is personally driving the race and diversity agenda, as evidenced by his personal leadership this year. The commander provides visible leadership, and is known throughout the force as holding the diversity portfolio. The race and diversity unit reports directly to him.
- The CoLP has a lawfully compliant RES with effective implementation of the associated action plan. The Commission for Racial Equality (CRE) guidance was adhered to in creating the RES and thus meets the minimum requirements imposed by the RRAA as well as covering the other strands of diversity.
- The force is undertaking some good work in relation to its RES monitoring duty, closely monitoring relevant data for all the strands of diversity under the scheme. The organisation is progressing well against the specific targets within the RES. Examples include female representation within the CoLP having risen from 20.7% in 2003 to 25% in 2005 and the percentage of police recruits from black and minority ethnic groups has exceeded the 13.9% target and currently stands at 20%.
- The CoLP demonstrates a comprehensive approach to delivering against recommendations from external enquiries, plans and thematic inspections. Approaches 4 incorporates recommendations and associated actions from the CRE Inquiry, Morris Enquiry, the DEM and the HOC 4/2005. The diversity strategy for the force is currently under scheduled review by the race and diversity unit in order to ensure it remains a catalyst for the force. The RES will address the forthcoming matters within Gender Agenda: the Positive Action plan already addresses Dismantling Barriers, and the HR strategy addresses issues raised in Breaking Through.
- There is evidence that the force routinely collects and uses all relevant employment-monitoring data, which is scrutinised by both the STCG and the police committee.
- The force is cognisant of its responsibilities under the DDA, and reasonable adjustments have been made where requested or identified. In order to further improve force performance in this respect, the disability champion has contacted every member of the organisation to see whether additional reasonable adjustments were needed for those who do, and those who do not, consider themselves disabled. The outcome was that individuals approached the champion in person, and reasonable adjustments were made where required.
- The CoLP is a member of the employers' forum for disability and for age, is on the Stonewall diversity champions programme and is a member of the 'double tick scheme'. The force is ranked 6th out of 43 police forces, and 53rd in Stonewall's workplace equality index.
- All ACPO officers have diversity objectives in the PDRs, and some BCU commanders also have diversity objectives. Success against these objectives has been assessed during the 2005/06 PDR process. Each BCU commander is now the champion for one or more of the diversity strands, in addition to discharging all diversity responsibilities at a BCU level.
- There is active consultation and engagement with the support networks at the strategic level. One nominated network chair represents all networks at STCG, and

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at other strategic level meetings. All are offered the opportunity to be consulted on policy documents, SOPs and BVRs, and to meet with senior officers and police staff members such as the HR director.

- The Quality of Life survey for 2006 showed a very high number of staff felt committed to the organisation and a similar number of those felt the organisation was committed to them. This was an increase on the previous survey results.
- The force is increasing its commitment to improving the representation and experience of women. Recent evidence includes positive action initiatives that include research on flexible and part-time working or support for internal research on the under-representation of women in specialist posts or units.
- The force has again undertaken a range of positive action initiatives this year. These include open days, secondments, support for leadership and development initiatives including a buddy system, a mentoring system, Spring Board and Spring Forward courses, the BPA-sponsored personal leadership course, and various other cross-departmental initiatives. Part of the funds supplied to the various support networks is used to support these initiatives.
- Every member of the organisation, police staff and police officers, has ICF-compliant PDRs in which race and diversity competencies are considered, and evidenced if appropriate.
- All personnel have undertaken a personal online training and learning check on the RRAA.
- The force has comprehensive, easily accessible policies across the full range of diversity and personnel issues, on which all members of the organisation have had an opportunity to give their view before they were signed off. These policies include the fairness at work (grievance) policies for police officers and civil staff, absence management, career break, career development, bonus payments, bullying and harassment, dress code and appearance, equal opportunities, recruitment, high potential development, flexible working and disability.
- The Home Office invited the head of the race and diversity unit to be the only UK police representative on the development committee of the Organisation for Security and Co-operation in Europe international hate crimes training programme. This was to deliver training on hate crimes to police officers from Europe, America and central Asia. The head of the race and diversity unit was also invited by the Office for Democratic Institutions and Human Rights to speak on Islamophobia at the 2005 Vienna conference.
- The BAWP has recognised a chief inspector within the force for her contribution to leadership.
- On behalf of the Commissioner, and therefore the force, the commander has entered into a formal SLA with the national Gay Police Association (GPA) concerning duty time for GPA work, and a range of other relevant matters.
- A calendar of religious festivals is available on the intranet to assist the force in planning meetings.

Work in Progress

- BCU commanders should be informed which members of staff have not completed the RRAA programme, rather than just the percentage number, in order that follow-up can be more robust ensuring full compliance. The force has recently taken action to ensure this now occurs.
- The force should consult with the network chairs on the nature and frequency of the meetings between the chairs and relevant senior officers/police staff in order to make liaison at this level more effective and tempered to different needs. It is suggested that this dialogue might begin through the internal consultation committee. Work to fulfil this is now at an advanced stage.
- The force acknowledges that improvements could be made in relation to equality impact assessments, although it is noted that an action plan has already been written to address this, and that STCG will monitor the progress.

Areas for Improvement

- While the current diversity strategy and other relevant documents are published on the force intranet to which all staff have access, it is acknowledged that some of these documents could be published in a more prominent place on the website for the benefit of all.
- Confidential reporting arrangements are accessible to all staff through the force intranet. However, this facility needs to be more widely marketed and made more visible.
- Although there is consultation and engagement between the force and the various support networks, it is acknowledged that the current level of engagement does not necessarily meet all needs and/or expectations of all parties concerned.
- Creating an environment in which, subject to the exigencies of operational needs, individuals can participate in networks' activities is an area where the force could make improvements. This would initially be at first-line manager level, and reinforced at other managerial levels.
- The work of active members of the various support networks needs to be better recognised by the force through formal reward and recognition processes, as well as through the PDR process.

GOOD PRACTICE

TITLE Production of an invaluable reference document entitled, '*Islam and Muslims in Britain, a Guide for Non-Muslims*'

PROBLEM : Improving knowledge and understanding of faith groups in London and elsewhere.

SOLUTION: History: The City, like many other parts of London, is rich in religious and cultural history and diversity. Its relatively low residential population and high daytime communities blend together to form a unique environment. The force has built some excellent relations with its communities, using the expertise of its diversity team and community partners to assist staff in acquiring the requisite knowledge and skills to perform their duties effectively. The terrorist atrocities in July 2005 had the potential to create tension within the City's communities – not least in the communities around Aldgate. Being on the eastern edge of the UK's International Insurance District, Aldgate is in between two residential housing estates, one a historically Jewish district – the other predominantly families of Islamic faith. The Force acted promptly and community cohesion remained strong. The Force diversity team also pressed ahead with a seminar aimed at raising awareness of Islam – planned prior to the terrorist attacks. From this and other work, it became apparent that there was a need for clearer guidance on Islam. There are many leaflets, web pages, books and other material that seek to introduce Islam as a religion either to explain it in a religious context or to seek to persuade readers to convert to Islam themselves. However, these documents did not provide practical guidance.

Solution: The Force considered various options and consulted partners and decided to commission a resource document that would fill the knowledge gap identified.

Method: The Force produced a guidance booklet explaining Muslim practice and behaviour in a practical sense, for non-Muslims who need to accommodate or recognise normal Muslim practice.

Action and results – Excellent progress has been made to date with documents created out to consultation. This will be a comprehensive resource document that ultimately will be divided into two separate booklets. One will be a guide for internal use only.

Feedback: Initial feedback from staff and community partners is very positive. Equally positive, is feedback from colleagues in other forces, who used the document in its current format.

OUTCOME(S):

The content of this document is both succinct and comprehensive, and focuses upon many practical details enabling readers to widen their understanding about Islam.

FORCE CONTACT: [Diversity training - Inspector Tim Parsons 0207 601 2091](#)

6D Managing Financial and Physical Resources

Grade	Direction of Travel
Fair	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
1	11	24	7

Contextual Factors

This assessment includes both the Audit Commission’s use of resources assessment and HMIC’s own assessment of section 6D.

It is based on the self-assessment return and HMIC findings as well as a consideration of the police use of resources evaluations (PURE) by the Audit Commission’s appointed auditor for your force/authority. Set out at the end of this report are the appointed auditors’ summarised scores for each theme covered by PURE. Separate more detailed reports on PURE have also been issued by the appointed auditor for your authority/force.

Strengths (to incorporate the Audit Commission’s use of resources assessment)

- The force relies on funding from the City of London Corporation and therefore could be vulnerable if the Corporation decided to reduce its allocation to the force. Funding levels to the force until 2005/06 have been maintained despite financial difficulties within the Corporation. However, the longer term financial outlook seems to be more difficult, although past experience has shown that the Corporation has passed on Home Office funding for policing purposes to the police budget.
- In 2005/06 the force under spent by £2.8 million but has been allowed to keep the under-spend for supporting the budget in 2006/07, despite the financial pressures within the City of London Corporation.
- The CoLP now employs zero-based budget processes to review the budget in the light of operational policing requirements. This is an improvement on previous years when incremental increases only were applied to the budget. This methodology has been applied to the 2006/07 budget processes for the first time and is designed specifically to allow the Commissioner to allocate budgets to current priorities, irrespective of the historical pattern of activity. The force will also continue this process into the 2007/08 budget-making processes when it will face further challenging demands.
- A resource allocation group reviews bids for increased funding from divisions or business areas at a detailed level down to a post-by-post basis. Bids for additional resources from business managers will also use results from activity analysis where appropriate.

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- A task co-ordination and performance group meets to undertake checks on the use of resources and to assess the impact on performance. The group receives management information from the PerMSlite system that collects information on the activity of police officers on an ongoing basis. In this sense, this system is providing more up-to-date data on a consistent basis than activity analysis. Reports can be produced at different levels, ie by individual, group, etc and operational commanders discuss results corporately and move resources where appropriate.
- In line with the principle of aligning responsibility (including financial) with authority, the approach of devolving budgets has been maintained by BCU commanders with the exception of police pay and allowances.
- The force has taken steps in 2005/06 to improve its procurement service with a new post to head the service and other corporate facilities.
- An external review of estate management concluded that there is good utilisation of space within the few buildings used by the force.
- Vehicle availability for operational policing requirements is good with an availability rate of more than 95%. The force also undertakes mileage reviews and use of vehicles to assess whether vehicles are being used efficiently and effectively.

Areas for Improvement

- While there has been no evidence to date to suggest that the CoLP has suffered under-funding, although the City of London Corporation has faced material budget deficits, the force faces a challenging period from 2006/07 onwards. The budget shortfall for the current year had been calculated at approximately £7.1 million. A number of measures were identified to supplement the funding shortfall, including the use of the 2005/06 under-spend referred to above. Other sources of funding, however, will not be available for future years, eg more than £2 million pensions reserve no longer required due to the new pensions arrangements and a significant reduction in the £900,000 contingency for central and CT. There is also an element of operational risk attached as the measures taken to balance 2006/07 include an adjustment to the rate of police recruitment to save ten full-time equivalent (FTE) posts. These factors will have ongoing implications for future financial years.
- The CoLP faces further pressures as police funding for 2006/07 and 2007/08 has resulted in an underlying reduction of support, as the basic grant formulae places greater emphasis on residential as opposed to daytime population, which according to the budget report has resulted in an £8.2 million reduction in grant between 2005/06 and 2006/07 on a like-for-like basis. Medium-term financial planning therefore has to react to this new challenging situation for the organisation.
- The force, according to its medium-term financial plan (MTFP), will face another potential £7 million deficit in 2007/08 based on its current level of activity and operational resource bids. The force acknowledges that some of the savings identified for 2006/07 cannot be repeated, and has identified strategic proposals to meet the shortfall that now need to be translated into realisation to align the financial forecast with the business requirements of the force and the 'lean-thinking reviews'. The scale of the budget deficit though is a new demand on the force and therefore there will be a new pressure to produce savings and efficiencies over and above the demands of previous years.

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- As part of the budget review and demand for efficiency savings, the force needs to examine areas where it has high costs compared with other forces in its MSF group. Service costs per full-time police officer FTE are, for example, above average in 2005/06 (£90,767 as against an average of £79,127) although some of this will no doubt be attributable to a cost adjustment factor for labour rates in the City and a similar type of service is not provided compared with other forces. Management on-costs are however significantly higher (ie including support services) – eg in 2005/06 these were 45.7% as against the MSF average of 35.1%. The force would be advised to examine these more closely to assess where potential efficiency savings could be affected.
- The force can still improve the way that it uses results from AA along with the results from the in-house system PerMSlite, and acknowledges the need for wider use and the need to improve and develop the match of resources to the crime demand profile. The Audit Commission only rated use and development of activity analysis as Fair.
- The CoLP makes insufficient use of benchmarking data in support services and needs to make better use of the opportunities that are available from the results.
- The force has now recruited business managers in its OCUs, but their focus needs to be moved to fulfilling more strategic processes rather than just financial transaction processing.
- The force needs to develop its own dedicated risk register that is separate from the City of London Corporation. There have been steps undertaken to recruit a dedicated risk manager and a post has been set up to fulfil this function, but without success to make a successful appointment. The package offered with the post will therefore warrant review as the force has specific risks which may not always coincide with, or be a priority with, those of the City of London.
- A review of procurement functions is required and is planned to be undertaken following the appointment of the new procurement manager in January 2006. The force will also then need to produce an annual procurement report which should include savings achieved and how best value is effected through the use of procurement processes.
- The fleet management information system is being operated on an old version and requires upgrading to provide better quality management information in order to effect further improvements in the fleet service. Arising from this should be the development of PIs for the service. This can have material significance as work undertaken by the external auditors in relation to use of resources and value for money (VFM) has revealed transport costs are an area where VFM is not well demonstrated.
- One specific area of concern is the delay in transferring the location of the vehicle workshop, resulting in potential lost savings. The workshop relocation should be considered as a priority, particularly as HMIC understood from previous inspections that the facility would be transferred to the City of London's workshop in 2005.

Theme and key line of enquiry	KLOE score for the Police Force	Updated City of London KLoE score	Overall Score
Financial reporting			
* Annual accounts	Not applicable	Not applicable	Not applicable
* Promotion of external accountability			
Theme score	N/A	N/A	N/A
Financial management			
* Medium term financial strategy and capital programme	Not applicable	3	3
* Management of performance against budgets	Not applicable	3	3
* Management of the authority's and force's asset base (including their estate and vehicle fleet) and their IM&T service	2	Not applicable	2
Theme score	2	3	3
Financial standing			
* Management of spending within available resources	Not applicable	3	3
Theme score	N/A	3	3
Internal control			
* Management of significant business risks	1	Not applicable	1
* Maintenance of a sound system of internal control	Not applicable	3	3
* Arrangements to ensure probity and propriety	Not applicable	3	3
Theme score	1	3	3
Value for money			
* Achievement of VFM	3	Not applicable	3
* Management and improvement of VFM	2	Not applicable	2
Theme score	3	N/A	3

Key to grades

1. Below minimum requirements – inadequate performance
2. Only a minimum requirement – adequate performance
3. Constantly above minimum requirements – performing well
4. Well above minimum requirements – Performing strongly

The judgements are made by auditors under the Code of Audit Practice and in accordance with guidance issued by the Audit Commission.

6E Information Management

Grade	Direction of Travel
Good	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
1	9	31	2

National Position

The convergence of information and technology streams, and in particular the developing role of the chief information officer, is focusing attention on how forces corporately govern information. The aim in this assessment is to differentiate between forces that are taking an information-based approach to delivery and those that are technology-driven. A raft of emerging standards – notably Management of Police Information (MoPI) – is defining metrics against which performance can be measured, and these will ease the challenge in future assessments. Equally, the need for forces to develop medium-term planning, to consider national strategy in their local planning, and to reflect the requirements of the information technology infrastructure library (ITIL) have all provided some clear measures of success.

It has been a particularly challenging 12 months for forces' information services, as much development work was postponed because of amalgamation proposals. This backlog will need to be addressed in 2006/07, together with work on shared approaches to bridge the level 2 shortfall. The challenge of providing information for the cross-regional information-sharing project (CRISP) and the emerging IMPACT system is considerable. This may require the development of 'confidential' networks and work to meet the requirements of the Unified Police Security Architecture (UPSA) as well as MoPI. These carry as yet unquantified but very considerable costs, as well as resulting in major business change. With constrained budgets and increasing demands, the future poses real challenges as to how forces will manage their information assets.

Contextual Factors

The information systems and technology (IST) director manages three units that deliver on information and communication technology management (ICTM). Each unit is headed by a police staff middle manager. The force is about to implement a structural change that will reflect the difference between information management (IM) and technology management by establishing IM in a separate directorate.

The IST directorate works to local strategies and plans that reflect the aims and objectives of the Home Office police science and technology strategy, the ACPO information management strategy, and ensures it can maintain community security policy (CSP) accreditation. The IST strategy considers future issues, including, for example, increasing voice over internet protocol (VOIP) telephony. The EC BCU is already wholly VOIP-enabled.

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The IST director is held accountable at a strategic level in the force PMG, to which he provides a written report and a verbal account every two months. The PMG will raise actions against nominated individuals in response to underperformance. In recognition of the central function ICT plays in front-line service delivery, the Commissioner has intervened personally in order to secure improvement, as in the 2005 technology review.

All strategic-level change activity is programmed through OCB, with the project tasking and co-ordination group allocating personnel from the corporate projects office and the technology development unit. Local change projects are managed by the IST development team in conjunction with a project manager which deals on an exception only basis.

The force has an IM board, which programme manages the IM requirements of the force; where these are strategic change management projects, they will be streamed through to OCB. IM board membership includes those who are users, suppliers and auditors of information, as well as the project manager.

The force has been implementing the IMPACT programme and is well advanced. Development work started in June 2005 and £700,000 has been committed to the local IMPACT/management of police information (MoPI) project over the next two years. A project team of six full-time staff is in place, led by a part-time project manager. The Criminal Records Bureau (CRB) is provided with the data sets from the six business areas via a scheduled monthly upload, in accordance with the current national requirement. Two individuals have been trained as SPOC for incoming referrals both from the CRB and from the INI, and have used the INI in relation to child abuse investigations.

All group file areas are replicated across force sites, the ANPR system has been brought into the main system, and back-up systems have been upgraded, with capacity increased by 200%. Therefore, all live data is backed up. For critical systems, the force has, or is introducing, other mechanisms either to provide failover capability, or the ability to restore rapidly the system/data access on other hardware. The precise measures depend on the availability analysis for the system, its functions and design.

Strengths

- The DoCS is the ACPO lead on IM and IST. The force has in place an IST director who reports directly to DoCS and who is held accountable at a strategic level at the PMG for ICTM.
- The CoLP has a set of cohesive strategies that are linked to national documents, such as the Home Office science and technology strategy, as well as to local policing plans. The strategies describe how the organisation integrates local and national priorities as well as comply with ACPO policies such as the CSP.
- All the CoLP strategies and plans adhere to a three-year planning cycle in line with the medium-term efficiency plan planning cycle and that coincides with key stakeholders planning cycles. The IST strategic plan 2006–08 provides a costed roadmap for IST development within the force and covers capital, revenue and personnel requirements and demonstrates the linkages from national and local strategies and priorities to the proposed programme of work. The IST strategic plan is reviewed on an annual basis to ensure that there are some shorter term controls over the programme of work and to ensure issues remain relevant and in line with the overall strategic direction. The OCB also monitors the direction and performance

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of the force's ICT delivery as part of their two-monthly meetings. With the three-year business plan being reviewed as described, the force is of the view that it would be bureaucratic to have an additional written annual business plan.

- The IM board and its programme manage the IM requirements of the force. The IM board membership includes users, suppliers and auditors of information. If an individual project involves corporate change it is streamed through the OCB
- The CoLP is currently reviewing its IM strategy in light of the new national IM strategy being circulated. The force's document is MoPI approved. The rationale behind the review is to ensure that the organisation is kept ahead of the game.
- The PMG monitors all performance issues including those of the IST department across a range of technology key performance indicators, as well as those contained within the SLAs highlighted below. In the case of underperformance by individuals, the PMG raises bespoke actions to address the issue. However, to further raise performance levels in this area the DoCS is instigating a structural change to allow a better focus on programme management, with the recruitment of a programme manager to drive this area of business.
- The technology section has been implementing the IT infrastructure library over the last four years. SLAs are in place for helpdesks and for out-of-hours support. User surveys are carried out as part of the ACPO benchmarking process.
- The force has been monitoring customer satisfaction levels for 12 months. In this short space of time they have seen an 80% increase in satisfaction rates over the last 6 months due to the introduction of an improved architecture platform.
- The CoLP is currently providing the CRB on a weekly basis with the full data requirements from the list of INI agreed systems. This will shortly change to a daily service after a request to the department. This will not cause any issues.
- The CoLP has been at the forefront of implementing the IMPACT programme. Development work started in June of last year and £700,000 has been committed to the local IMPACT/MoPI project over the next two years. The force data sets for the six required business areas are all structured data. All necessary back record conversion has taken place and the force complies with the ACPO recommendation for six years' data to be provided to the CRB. Two individuals have been trained as SPOC for incoming referrals both from the CRB and from the INI. Two further individuals have been trained as INI users with two further users available in the near future.
- The CoLP is assisting the Cross-Regional Information Sharing Project (CRISP) national programme with the development process for the national test harness. It is one of only a few forces that have been able to meet the March 2006 guide data for CRISP capability.
- The CoLP has completed the extract transfer and load data process and in fact exceeds the current IMPACT requirements.

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- Various disaster recovery and business continuity arrangements are in place. Timescales are dependent on the availability analysis for the individual system, its function and design. This continues to be an area of focus for the IST director.
- The force has a dedicated information security officer (ISO).
- The CoLP uses independent audits in addition to CSP accreditation in order to health check the internal critical infrastructure.
- The force is about to implement the national file plan under project City-i.

Work in Progress

- There appears to be overlap/gaps between the functions of the IM board as expected in the IM codes of practice, the force IM board as it is currently constituted, and the force inspections and data quality board. However, the forthcoming restructure should incorporate a review of the terms of reference of the IM board to ensure that it is fulfilling the NCPE suggested IM functions. The force has now progressed this work and new terms of reference are being finalised.

Areas for Improvement

- The CoLP has recently been assessed in relation to ACPO CSP compliance. It was graded as being 70% compliant, which was just below the national average of 73%. In view of this the force has produced an action plan to raise the compliance rate and the role of the newly appointed ISO is to drive this piece of work forward. The aim of the force is to link this piece of work with the MoPI requirements and it is evident that a considerable amount of work is ongoing around resolving this matter.
- Follow-up calls to the helpdesk appear to be adversely affecting capacity to problem solve new faults at the earliest opportunity. This could be resolved through better management of user expectation and the use of the existing electronic search and monitoring facility.
- There needs to be clarification about how the recommendations from the 2005 technology review are being implemented and monitored so that the business benefits are realised.
- The monitoring of customer satisfaction is in its infancy and as such there is no meaningful trend data available. In addition the force has yet to set negotiated targets and SLAs business and users in order to ensure continuous improvement. This development however is shortly to be introduced.

6F National Intelligence Model

Grade	Direction of Travel
Fair	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
0	19	22	2

Contextual Factors

The NIM, together with the MTFP, is the framework for corporate business planning. The NIM is well established in force. This has been confirmed in a recent NCPE health check. The force was previously assessed as being compliant with the 2004 minimum standards, and is, according to the NCPE, making ‘good progress’ with the implementation of NIM minimum standards two. The areas for improvement highlighted in the 2005 baseline assessment have been addressed: use of Integra has increased, and SB briefings are more specific about what is required, evidenced in the intelligence requirement briefings.

The force has a central FIB, with DIUs at the two territorial divisions, and additional intelligence capacity meeting the specific needs in the AT-PO, and the EC BCUs. All key structures are in place, almost all core intelligence roles have been filled, and dedicated, trained personnel produce all four types of intelligence product at the right level, for the right audience, at the right time. The evidence for this assessment is that, since NIM was introduced, crime rates have gone down and detections have gone up. It can perhaps be assumed, therefore, that the effective use of NIM is one of the reasons for this change.

Specialist units are tasked via the FTCCG, and all BCUs are represented at this forum. There is effective cross-border, regional and national liaison throughout the intelligence community; this includes SB, and other parts of the protective services community tackling major, serious and organised crime, CT and domestic extremism.

The force’s IMPACT programme is on track, and the force has two officers training in the use of the INI; this has already been used in two sensitive investigations. In addition, FIB and DIU officers can access the MPS intelligence database CRIMINT.

Strengths

- As ACPO (operations), the AC is the ACPO lead for NIM. He has end-to-end knowledge of NIM input, output and outcomes, because he chairs the FTCCG, the force crime statistics monitoring group and the force PMG.
- NIM is the driver for operational activity in the force. Tasking and co-ordination groups at force and BCU level ensure that all staff know where, when and why they are being tasked and how the deployment should be undertaken.

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- All activity is considered to have the potential for gathering intelligence, and the force is seeking to ensure that all staff recognise this. This is why all staff have received training on the NIM, and the deputy head of FIB has delivered training sessions on a variety of subjects at a divisional level. Other forces have used the CoLP-produced NIM training video, and it has recently been requested by the Home Office for use by HM Immigration Service.
- The STCG sits every two months; it considers and signs off the strategic assessment that sets the force priorities. The senior analyst in the FIB produces the strategic assessments every six months. This draws upon a wide variety of information sources, including the national strategic assessment and UK threat assessment, in addition to level 2 intelligence analysis by FIB. The size of the CoLP means that, with the agreement of the NIM implementation team, this strategic assessment also includes the territorial BCU's level 1 strategic assessments, thus reducing unnecessary bureaucracy and duplication.
- The FTSG sits every two weeks as a minimum, and BCU tasking meetings are also held fortnightly to tie in with FTSG. Tactical assessments are produced for each of these meetings, drawing on a tactical menu to make recommendations for operational activity. The frequency of these meetings ensures that the force can respond to actual and emerging problems in a timely manner.
- The CoLP's security of system assets include a sterile corridor for handling management of covert human intelligence sources and for CAIs. The police informant management system provides an audit trail. In addition, the force has adopted the government protective marking scheme. In addition it has a protective marking policy, an IM strategy and an information retention and disposal policy. This includes a 'clear desk' policy.
- Action owners are identified responsible to enforce task completion, and to get the results fed back into the intelligence system, albeit the force acknowledges there is scope for improvement in this area.
- The senior analyst acts as the head of profession for the analyst function and the development of analysts within the force. She is well regarded throughout the organisation for performing this function.
- The CoLP TCGs include an operational review process as a standing agenda item, the role of which is to challenge the effectiveness of the meeting.
- Daily tasking documents are produced by FIB and DIUs. These are used to brief all police officers and operational police staff when they come on duty. The weekly SB briefing and intelligence requirement documents are also used. These are all disseminated electronically by 'intellinet', which is on the force's intranet to which all members of staff have access.
- NIM roles and responsibilities are fully understood; the meeting structure in particular has become wholly integrated into force business planning, and is used to define responsibility and decision levels outside the crime intelligence structure. For example, the tactical projects tasking and co-ordination board reports to the strategic level OCB.

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- The force has a single crime recording and intelligence system, Integra, and has in place a centralised crime-recording bureau, the FCCIB. The force crime registrar considers this to provide greater resilience for NCRS compliance. In addition the force has established a force crime data audit role, which adds resilience for NCRS issues, and thereby increases the quality of intelligence.
- Intelligence has its own section on the force intranet, emphasising its importance to all policing activity, not just crime reduction or detection activity.
- Information-sharing protocols have been, or are being, established with key partners. One example is the City MAPPP. Information sharing of this nature has led to the development of problem-solving approaches, such as that concerning the accommodation arrangements for an RSO.
- CDRP representatives attend tasking and co-ordination group meetings, and this is one of the ways that NIM informs the strategic priorities of the CDRP and the DAAT. Another way is through the close liaison between the force analysts and the CDRP analyst who is fully NIM trained.
- CDRP also contributes community information and intelligence through, for example, its ASB database.

Areas for Improvement

- The CoLP needs to establish an active, force-wide debriefing process that accords fully with the goals of the national briefing model 2006.
- The force acknowledges that the process for capturing and reviewing organisational learning opportunities could be improved. The force may be losing examples of good practice and lessons learnt in this area of service delivery.
- The FTCCG is chaired by the AC and sets out to make best use of resources. However, not all taskings are allocated via this forum. Examples were given for EC and some operations involving surveillance for CT not being tasked through the FTCCG. In addition there is no clear link between tasking and performance with minimal analytical presentation or debate influencing decision making.

7 Leadership and Direction

7A Leadership

Grade	Direction of Travel
Good	Not Graded

National Grade Distribution

Poor	Fair	Good	Excellent
0	4	35	4

Contextual Factors

The ACPO team is highly visible and accessible to staff with a high level of engagement with key stakeholders in the City. In addition there is a clear strategic vision centred on providing a high-quality policing service.

Throughout the demanding, critical events of the year, chief officers have kept the force focused on providing local policing services, and on meeting the challenge of providing effective protective services. The chief officer team has devoted personal energy and attention to visible leadership, not only in undertaking front-line operational patrol, but also with a view to corporate welfare. This was particularly evident during the aftermath of the incidents of 7 July and during the high-profile stages of the police structures review

The chief officers have fostered leadership development in the organisation, and morale is high, as shown in staff consultation. People are proud to work for the CoLP, and many see the force as a family. There is a demonstrably close and highly effective working relationship with key partners in the City. These partners include elected members, the local authority and the business City, and there is involvement of stakeholders at appropriate levels in organisational business.

Strengths

- There has been stability and continuity within the chief officer team. The transfer of portfolios between ACPO (support) and ACPO (operations) in 2003 continues to prove successful and has enhanced continuity and resilience in the longer term. The ACPO team members have now all been in post for a minimum of four years.
- On the issue of succession planning there is stability and continuity following the Commissioner's retirement; both the AC and commander have moved up temporarily to the next rank.
- The ACPO team has a good balance of operational experience and professional skills, and all have attained executive level professional and academic qualifications. Each ACPO officer has a current, detailed PDR in accordance with

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national guidelines with specific, measurable, achievable, relevant, time-bound, and stretching objectives addressing qualitative and quantitative issues.

- The force holds strategic seminars, which are used for blue-sky thinking, drawing on the experience and input of staff from throughout the organisation. Officers and police staff of all ranks and grades are invited to attend, as are police committee members and other external stakeholders. The force ACPO also participates in force leadership seminars where at their conclusion they conduct open question and answer sessions with staff. Formal environmental scanning information is provided to the ACPO team on a regular basis.
- The previous Commissioner was in post since June 2002, having previously served as the AC. He retired in June 2006. Among his responsibilities he was the chair of the ACPO EC portfolio and the ACPO member for the NCS and NCIS (now SOCA) until April of this year. He was also a member of a number of external steering groups responsible for policy development in the field of fraud prevention.
- The AC leads on performance management and chairs the PMG. His other responsibilities include full membership of the ACPO cabinet, ACPO terrorist and allied matters (TAM) and he is the London regional representative for the ACPO TAM advisory group. Additionally he has recently become the ACPO lead for business continuity in England and Wales.
- The commander leads on the police reform agenda and chairs the police reform co-ordination group.
- The DoCS is responsible for corporate support services such as finance and strategic planning and leads on change management and the OCB, as well as the diversity programme board. He has also initiated a corporate risk management process.
- The CoLP has a published mission statement, together with the principles and values all officers are encouraged and expected to live by when serving the public and working with each other. These are set out in every force strategic document and elements are reinforced in various internal and external marketing tools. The 'signing up for change' document sets out the Commissioner's personal commitment and in it he undertakes to lead by example. This statement of values is repeated in a range of other publications, including posters, and is reprinted as standard on the back of every business card.
- ACPO leadership during the events of July 2005, and during the current police structures review, provides ample evidence of strong, visible, accessible leadership during critical situations, with sound judgement as to external communication and media liaison.
- The value of team building is continually being reinforced during daily business, and in various forums such as the weekly senior management meetings termed 'diamond group' meetings, which BCU commanders also attend at regular intervals. BCU commanders are encouraged to use a similar approach at their annual action planning days.

- There is evidence that the CoLP has an excellent constructive relationship with the police committee, particularly at ACPO level. In addition, police committee members engage with the force at many levels, both to support and to scrutinise, for example in the planning meetings for the Lord Mayor's Show as well as active involvement in BVRs.
- The police structures review is a good example of how the ACPO team has demonstrated the required skills in major change management without it impacting on performance and staff morale. By using a recognised change management model in conjunction with well-developed lines of communication, the ACPO team ensured that the whole organisation was taken along with the change programme with key stakeholders signing up to the preferred business case.
- The Commissioner leads on diversity and, with the commander as diversity champion, chairs the DAG. The commander is recognised throughout the force as holding the diversity portfolio and provides visible leadership by, for example, being the first to complete the online RRAA training and testing course and using this to publicise its effectiveness to the force. Each BCU commander is now a 'champion' for one of the six diversity strands.
- Aided by the size of the force, the ACPO team are visible and accessible to their staff. They exploit many opportunities for both formal and informal engagement where at all possible. Examples include weekly high-visibility patrols with various units; the Commissioner personally conducts a programme of routine visits around the force. The team meets staff informally by attending staff-initiated social events and through 'management by walking about'.
- The force's mission and values statement reinforces the ACPO's desire that CoLP staff should feel empowered to influence and change the direction of the organisation. The staff suggestion scheme facilitates this and the 'just do it' message is widely known and has been reinforced through marketing. The force ensures that practitioners at all levels are always involved in the various planning workshops such as the BCU action planning days and thematic away days.
- Morale within the CoLP is high. The results from the Quality of Working Life survey for 2005 revealed that an even greater percentage of staff consider themselves wholly committed to the force than in the previous survey, and believe that the organisation is committed to them. This view was corroborated during the IIP accreditation process.
- The ACPO actively influences morale in many ways. For example, in recognition of the force's achievements in performance, the Commissioner granted one extra day's leave to all ranks.
- Staff are frequently consulted, most recently during the successful IIP accreditation process, and during the Quality of Working Life survey. Consultation results are the basis for organisational improvement plans that are monitored at the strategic level.
- The CoLP has enjoyed an enormous amount of positive media exposure over the past year and has exploited every opportunity to promote the organisation

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and its work. Examples include live and pre-recorded interviews on major news channels regarding the events on 7 July; interviews and articles in various national and international press on issues such as CT, EC and the CoLP; and 'meet the press' sessions (March and September 2005). Other high-profile appearances have included a 'City insights' lecture on 'policing the square mile with consent, ethics and discretion'. The last Commissioner in particular has represented the force at numerous other public and influential speaking engagements such as the homeland security roundtable (June 2005), the Cambridge symposium (September 2005) and the BBA financial crime annual conference (December 2005).

- The CoLP has devised a new corporate communications strategy for 2006/07 which has been publicised on the force website. In the spring of 2005, the force employed a professional journalist with marketing and PR skills as the head of corporate communications. Her remit has been to ensure corporate communication is structured appropriately and delivered across the key areas of internal and external communication, marketing and PR and media awareness training.
- There are a variety of tools the force employs to reward and recognise, including financial reward such as special priority payments, bonus payments and honoraria. There are Commissioner's and commander's awards for officers, support staff and members of the public alongside BCU merit certificates.
- The ACPO team benefits from the provision of objective and subjective forecasting material. This includes a regularly reviewed MTFP, a biannual strategic assessment and a monthly environmental scanning product.
- BCU commanders and their entire management teams are involved in financial and resource issues, such as implementing the zero-based budgeting and dynamic HR management through the RAG.
- There is support within the force for the structured leadership programmes, such as the CLDP and the SLDP. The force will also be advocating the new National Senior Careers Advisory service. ACPO and BCU command teams continue to promote the support networks.

Areas for Improvement

- New challenges will emerge as a result of the appointment of a new temporary commander and acting commissioner and AC following the retirement of the last commissioner, in particular to the change in portfolios for all the ACPO team.
- The CoLP has a serious financial gap in forthcoming years which has followed a sustained period of growth. In 2006/07 this gap will be between £3.5 million and £7 million. The new ACPO team should urgently ensure that they work closely with the police committee to develop a realistic and cogent strategy that enables them to bridge that gap and continue to deliver an effective service to the City communities.
- As with most organisations, the effectiveness of supervision can vary, partly owing to individual supervisory styles, and partly owing to the training given to those moving through the supervisory roles. More work needs to be done by the

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force to equip individuals at various levels with the managerial and leadership skills essential to fulfil each rank/grade. To deliver this the force will need to have a clear understanding of the requirements and a coherent strategy to ensure delivery.

- Given the existing expertise in combating economic crime, the CoLP is an option for the development of a national lead force for fraud. The Attorney General's fraud review identifies that the remit could include the development and management of a national fraud reporting centre, and the dissemination of intelligence and analysis to other forces' fraud squads, as well as acting as a centre of excellence for fraud investigations. The CoLP should ensure they are fully prepared were they to take a leading national role in economic crime.
- The force has operational links with the MPS in order to ensure the effective provision of operational resources to support policing such as public order, firearms and major crime investigation. The CoLP needs to ensure that there is a refocusing and development of these collaborative links and that these are clearly set out and promulgated to relevant staff.
- There is a need for an improved understanding of, and more effective use of, AA data and information throughout the performance management framework.

7B Performance Management and Continuous Improvement

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
0	12	26	5

Contextual Factors

The CoLP has an efficient strategic planning cycle that is driven by the NIM and the MTFP. This ensures that the force can accommodate and integrate national priorities as identified in the national community safety plan and the national strategic assessment, with local priorities identified by public consultation and the force’s strategic assessment.

The ACPO team personally drives performance and this has cascaded effectively to other ranks and grades, as evidenced by the links between priorities, measures and targets at force, BCU, unit and individual levels. Scrutiny is undertaken at strategic levels by, for example, the police committee, STCG and the PMG; these and the other boards examining performance use a variety of qualitative and quantitative data to build as complete a picture as possible. An understanding that accountability mechanisms are required has also cascaded through various levels in the force. For example, many groups and units have introduced individual NIM tasking sheets that, when completed and supervised, effectively act as a form of daily AA, and contribute to effective resource management.

There has been movement against the various recommendations made by HMIC and NCPE among others, as a result of the many inspections and health checks that take place in all forces.

However, there is room for proactive improvement. Individuals are still engaged in manual data extraction and analysis; in part due to the lack of effective IT systems. Although this is a national problem it is also one that is now affecting the ability of individual line managers to easily identify and manage high performers or underachievers. The force has recognised the need for more proactive improvement activity, particularly in drawing upon existing management information and scrutiny tools and in sharing good practice.

Strengths

- In relation to performance management, the roles and responsibilities of all staff, of ACPO, and of the PA, are clearly understood. The latter exercises scrutiny not only through the formal police committee process, but also through informal local scrutiny.
- Members of the force ACPO chair all strategic meetings, including the STCG, the PMG, the OCB, the DAG and the police reform co-ordination group.

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- The CoLP has in place a performance management framework based on qualitative and quantitative data. This data provides the basis for holding BCUs, units and individuals accountable for performance and for the contribution made to service delivery at both an operational and corporate level. This framework links personal PIs in PDRs through to unit and BCU targets and measures, and up to force targets and measures, thereafter linking with Home Office public service agreements.
- In addition to the performance management meeting structure, individuals are held to account at all levels through an ICF-based personal development review process. This includes staff at all ranks up to and including the Commissioner.
- There is a monitoring process for individual performance, enabling BCU commanders to 'drill down' into information in order to identify good performers and underperformers. However, this process is time consuming; hence an area for improvement has been identified below.
- The force is an accredited IIP. This accreditation was only attained following significant investment from April 2005 in activity to address areas for improvement highlighted in a previous IIP report.
- All members of ACPO have performance improvement personal indicators; the Commissioner and the commander have personal indicators linked directly to the best value regime.
- All ACPO members and most senior officers have diversity-related PIs. It is anticipated that, as diversity strand champions, all BCU commanders will have diversity PIs in their 2006/07 PDR.
- There is evidence that the force makes use of survey data with the satisfaction levels of internal and external surveys being one of the primary improvement drivers for the force. There is also evidence where such findings have informed service delivery.
- There is a clearly articulated vision for the force. This is that it will 'deliver a high-quality police service in the City of London and work with the community, other organisations, and agencies, to promote a safe, peaceful and crime-free environment'. There is evidence that members of the organisation know and adhere to this vision.
- The force vision is entirely in parallel with the mission of the City of London, the LSP The City Together, and the CDRP. The vision also furthers the reform agenda of central and local government as articulated in the national community safety plan and its national policing plan.
- The force has an effective process in place to ensure that NCPE doctrinal work is incorporated into existing workstreams. This is the role of the force inspections and data quality board, which is chaired by the chief superintendent who is the NCPE SPOC. All BCUs are represented on this board.
- Corporate governance roles, responsibilities and remits are clear and unambiguous. Clear authority levels are attached to each level of governance, with ultimate authority internally resting with the STCG chaired by the

commissioner. Externally, authority rests with the City of London Corporation in its role as a PA; most of these powers have been delegated to the police committee.

- The engine of the strategic planning framework is the MTFP with the decision points of the framework coinciding with the business processes of the NIM. This ensures that national and local priorities can be accommodated within the strategic planning cycle.
- The force has linked financial and HR allocation with justified organisational need. Needs must have been identified from past and projected service delivery against force and national priorities.
- The force has committed itself to the baseline process as a self-assessment diagnostic tool. This is most evident from the number and variety of both strengths and areas for improvement identified through this current process.

Areas for Improvement

- Neither PerMS nor PerMSLite are accessible across the organisation. This results in some manual data manipulation and extraction being required in order to effectively manage performance at an individual level. Sufficient effort must be devoted to ensuring that at least one of these systems is delivered to end users by the end of the year.
- The HR directorate should consult with end users of the staffing dynamics report to ensure that the information it contains, and the way in which it is presented, meets all user needs.
- A review of the force's meeting structure was undertaken as an addendum to the 2002 review of shape and functions. Developments since that time mean that the intended meeting structure has expanded without a holistic overview being taken. It is timely, therefore, for the organisation to review its meeting structure to reduce bureaucracy and eliminate ineffective or duplicated work.
- The force should review the terms of reference, standing agenda items and frequency of its strategic level meetings to ensure that each fulfils its intended purpose, to ensure that decisions are made in a timely and well-informed fashion and to ensure that actions raised are fully scrutinised.
- As with most organisations, the effectiveness of supervision can vary, partly owing to individual supervisory styles, and partly owing to the training given to those moving through the supervisory roles. More work needs to be done by the force to equip individuals at various levels with the managerial and leadership skills essential to fulfil each rank/grade.
- Most managers will tackle underperformance. However, the force needs to invest further in ensuring that its managers are sufficiently well informed of relevant policy and procedures to be confident about tackling underperformance and other areas of potential conflict in a timely and effective manner. Work to address this point is already under way with a programme of attendance management training and grievances training in place.

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- The force currently has no resources dedicated to undertake an internal inspection and review function. The forthcoming restructure orchestrated by the DoCS will hopefully address this.

Appendix 1: Glossary of Terms and Abbreviations

A

AA/ABC	activity analysis/activity-based costing
ABC	Acceptable Behaviour Contract
AC	assistant commissioner
ACPO	Association of Chief Police Officers
ANPR	automated number plate recognition
APACS	Association for Payment Clearing Services
ARV	armed response vehicle
ASB/O	Anti-Social Behaviour/Order
AT-PO	anti-terrorism and public order

B

BAWP	British Association of Women Police
BCP	business continuity plan
BCU	basic command unit
BTP	British Transport Police
BVR	best value review

C

CAD	computer-aided despatch
CAI	child abuse investigation
CDRP	crime and disorder reduction partnership
CIA	community impact assessment
CID	criminal investigation department
CIPD	Chartered Institute of Personnel and Development
CJU	criminal justice unit
CLDP	core leadership development programme
CoLP	City of London Police

CPS	Crown Prosecution Service
CPU	case progression unit
CRB	Criminal Records Bureau
CRE	Commission for Racial Equality
CSE	crime scene examiner
CSP	community security policy
CT	counter-terrorism
CTSA	counter-terrorist security adviser

D

DAAT	drug and alcohol action team
DAG	diversity action group
DARE	Drug Abuse and Resistance Education
DCPCU	dedicated cheque and plastic card unit
DDA	Disability Discrimination Act
DEM	diversity excellence model
DIU	divisional intelligence unit
DMS	duty management system
DoCS	director of corporate support
DV	domestic violence

E

EC	economic crime
ET	employment tribunal
ETMP	effective trial management programme

F

FBI	Federal Bureau of Investigation
FCCIB	force call-handling and crime input bureau

FIB	force intelligence bureau
FIU	financial intelligence unit
FLO	family liaison officer
FPN	fixed penalty notice
FSA	Financial Services Authority
FTCG	force tasking and co-ordination group
G	
GPA	Gay Police Association
H	
HCDVU	hate crime and domestic violence unit
HOCR	Home Office Counting Rules
I	
IAG	independent advisory group
ICF	integrated competency framework
ICIDP	initial crime investigators development programme
IFCAT	inspector firearms accreditation training
liP	Investors in People
IM	information management
INI	IMPACT nominal index
Integra	the CoLP's crime and intelligence system
IPLDP	initial probationer learning and development programme
ISO	information security officer
L	
LCJB	London criminal justice board
LESLP	London emergency services liaison panel

LSP local strategic partnership

M

MAPPA/P multi-agency public protection arrangements/panel

MIR major incident room

MIU management information unit

MLIU money laundering intelligence unit

MoPI management of police information

MPS Metropolitan Police Service

MTFP medium-term financial plan

N

NCHS National Call Handling Standard

NCPE National Centre for Policing Excellence

NCRS National Crime Recording Standard

NIM National Intelligence Model

NIRS National Incident Recording Standard

NSY New Scotland Yard

O

OCB organisational change board

OH&SW occupational health and safety and welfare

P

PA police authority

PCSO police community support officer

PDR personal development review

PI performance indicator

PIP professionalising the investigative process

PMG	performance management group
PPAF	policing performance assessment framework
PPLO	public protection liaison officer
PPO	priority and prolific offender
PSU	police standards unit/police support unit
Q	
QoSC	Quality of Service Commitment
R	
RAG	resource allocation group
RES	race equality scheme
RIC	regional intelligence cell
RIG	regional intelligence group
RPU	roads policing unit
RRAA	Race Relations (Amendment) Act
RSO	registered sex offender
R/T	receive and transmit
S	
SAR	suspicious activity report
SARA	scanning, analysis, response, assessment
SB	Special Branch
SFCAT	sergeant firearms accreditation training
SFO	serious fraud office
SIO	senior investigating officer
SLA	service level agreement
SLDP	senior leadership development programme
SMART	specific, measurable, achievable, realistic, timely

SNEN	single non-emergency number
SOCA	Serious Organised Crime Agency
SOCO	scene of crime officer
SOIT	sexual offences investigation trained (officers)
SOP	standard operating procedure
SPOC	single point of contact
SSU/M	scientific support unit/manager
STCG	strategic tasking and co-ordination group

T

TA	tactical adviser
TAM	terrorist and allied matters
TFG	tactical firearms group
TfL	Transport for London
TNA	training needs analysis
TOR	terms of reference

V

VOIP	voice over internet protocol
VOSA	Vehicle and Operator Services Agency

Y

YPAAP	Young Persons Advice and Assistance Panel
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