



Performance and Resource Management Sub (Police) Committee

Date: THURSDAY, 30 MAY 2013
Time: 12.30 pm
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members: Deputy Douglas Barrow (Chairman)
Deputy Keith Knowles
Don Randall
Kenneth Ludlam (co-opted Member)
Vacancy
Vacancy

**** THE MEMBERSHIP OF THIS SUB COMMITTEE WILL BE APPOINTED BY THE
POLICE COMMITTEE ON 24 MAY 2013, THEREFORE THE ABOVE IS SUBJECT TO
CHANGE ****

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Lunch will be served in the Guildhall Club at 1pm

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

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

For Decision
3. **MINUTES**

To agree the public minutes and summary of the meeting held on 8 February 2013.

For Decision
(Pages 1 - 6)
4. **PERFORMANCE AGAINST POLICING PLAN TARGETS (APRIL 2012 TO MARCH 2013)**

Report of the Commissioner (copy attached).

For Information
(Pages 7 - 32)
5. **HUMAN RESOURCES - MONITORING INFORMATION (APRIL 2012 TO MARCH 2013)**

Report of the Commissioner (copy attached).

For Information
(Pages 33 - 40)
6. **HMIC INSPECTION RECOMMENDATIONS - FORCE PROGRESS REPORT**

Report of the Commissioner (copy attached).

For Information
(Pages 41 - 54)
7. **INTERNAL AUDIT UPDATE REPORT**

Report of the Chamberlain (copy attached).

For Information
(Pages 55 - 70)
8. **HMIC VALUE FOR MONEY PROFILES 2012 - FURTHER ANALYSIS OF COSTS**

Report of the Commissioner (copy attached).

For Information
(Pages 71 - 76)

9. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
10. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
11. **EXCLUSION OF THE PUBLIC**

MOTION: That under Section 100A of the Local Government Act 1972, the public be excluded from the meeting for the following items of exempt information as defined in Part 1 of Schedule 12A of the Local Government Act.

PART 2 - NON PUBLIC AGENDA

12. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE
WHILST THE PUBLIC ARE EXCLUDED**
13. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT WHILST
THE PUBLIC ARE EXCLUDED**

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POLICE PERFORMANCE AND RESOURCE MANAGEMENT SUB COMMITTEE

08 February 2013

**Minutes of the meeting of the POLICE PERFORMANCE AND RESOURCE
MANAGEMENT SUB COMMITTEE held at Guildhall, EC2 on FRIDAY, 8th
FEBRUARY 2013 at 12.30 pm.**

Present

Members

Deputy Douglas Barrow, Chairman
Deputy Keith Knowles
Kenneth Ludlam

Officers

Neil Davies

Head of Corporate Performance and
Development, Town Clerk's Department
Town Clerk's Department

Alex Orme

Town Clerk's Department

Ignacio Falcon

Town Clerk's Department

Suzanne Jones

Business Support Director, Chamberlain's
Department

City of London Police

Wayne Chance

Temporary Commander, Operational Policing

Eric Nisbett

Director of Corporate Services

Hayley Williams

Chief of Staff

1. APOLOGIES

Apologies were received from Bob Duffield and Don Randall.

2. DECLARATIONS BY MEMBERS OF ANY PERSONAL AND PREJUDICIAL INTERESTS IN RESPECT OF ITEMS ON THIS AGENDA

None were received.

3. MINUTES

The public minutes and summary of the meeting held on 14 November 2012 were approved.

MATTERS ARISING

(1) Business Continuity Audit Exercise – The Commander confirmed that the exercise had been held on 10th December 2012 and it had been very successful.

4. **HMIC: VFM PROFILES AND CRIME AND POLICE COMPARATORS**

The Sub-committee received a report of the Commissioner on the most recent version of the HMIC's Vfm Profiles.

The Director of Corporate Services pointed out that the City Police was an 'outlier' in the Profiles because of a number of factors for example its location within the City meant that higher than average accommodation costs are being incurred .

There was a general discussion about the VFM profiles and why the City of Police was such a high cost service in many of its delivery areas. There had been an expectation that the Force's City First Change Programme would address many of the areas where the force was a significant outlier.

Members noted that in some instances the projected City First cost was given as a comparison with current cost.

Members wanted to be reassured that City Of London Police services were delivering VFM and therefore asked for more comparative information (either by using other bodies of similar size as comparators or by using a "scaling" methodology). Members also asked for more work to be done on justifying the Force's uniqueness and on explaining why the City of London Police was such a high spender in many areas particularly in terms of support service functions.

Members also requested further analysis about the following profiled costs:

- Police staff costs per head of population – The City of London Police ranking had gone from 13th in 2010/11 to 2nd in 2012.
- Support functions cost per head of population – The City of London Police was ranked 1st in all areas (except training – 2nd) for 2012.
- Administrative Support – the City of London Police (£11.6 per head of population) was significantly above the average (£2.7)
- Human Resources – the City of London Police ranking had gone from 5th in 2010/11 to 1st in 2012.
- Professional Standards - the City of London Police ranking had gone from 7th in 2010/11 to 1st in 2012.

In addition, it was noted that not all relevant cost profiles had a City First figure e.g. supplies and services as a percentage of the workforce costs.

Members also asked for more information on how the City of London Police was responding to the recommendations coming out of the various HMIC inspection reports. In order to track the progress made and ensure that there was a clear link between this Sub-Committee and the Audit and Risk Management Committee, Members requested a report for the next meeting on

all HMIC inspection activity during 2012/13, including an update on progress in implementing HMIC recommendations.

RESOLVED – That:-

- a) a further report be produced for the next meeting explaining why the City Police had significantly higher comparative costs in some areas, including its support service functions. and
- b) a report be produced for the next meeting setting out the progress made in responding to the recommendations from the HMIC inspection reports published in 2012-2013.

5. PERFORMANCE AGAINST POLICING PLAN TARGETS 2012 – 1ST 2ND AND 3RD QUARTER

The Sub-Committee received a report of the Commissioner summarising performance against the Policing Plan 2012-15 for the period between 1 April and 31 December 2012.

By the end of the third quarter, of the 18 policing plan targets, 1 target had been met (WHITE), 16 were assessed as on track to meet the target by the due date (GREEN), 1 was deemed behind target, but could still meet the target by the due date (AMBER) and none were classed as targets not met or unlikely to be met (RED).

Members raised concerns about achieving Target 11 – a reduction in victim-based violent crime by the end of quarter 4. The Commander stated that he was confident that the current operational measures will go some way to achieving the target. He outlined some of the initiatives that should see an improvement in the figures by the end of quarter 4, including Operation Blitzen and the targeting of violent crimes taking place around licensed premises.

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

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

6. POLICING PLAN TARGETS 2013

The Sub-Committee considered a report of the Commissioner setting out the proposed measures which would support delivery of the Policing Plan 2013 – 2016. The Plan would be presented to the Police Committee at its February meeting.

The Sub-Committee commented on the proposed measures in detail:-

Measure	Comments
Counter-Terrorism (CT)	AGREED with no change although there was a discussion about the lack of a qualitative measure. It was agreed that

Measure 1	any feedback from these engagement events would be reported to the Police Performance Management Group.
CT Measure 2	AGREED with no change.
CT Measure 3	AGREED with no change.
CT Measure 4	AGREED with no change, although Members raised concerns about the level of stretch with the setting of a 90% target, especially as the Police have consistently achieved over 95% in the past.
Economic Crime (EC) Measure 1	AGREED with no change, although Members would like to ensure that the Force identifies and targets those organisations whose input are crucial to further reducing fraud.
EC Measure 2	AGREED with no change.
EC Measure 3	AGREED with no change. Members commented that this was a good example of the Force responding effectively to member feedback.
EC Measure 4	AGREED with no change.
EC Measure 5	AGREED with no change.
EC Measure 6	AGREED with no change.
Public Order (PO) Measure 1	AGREED with no change.
PO Measure 2	AGREED with no change. The Commander agreed that the number of complaints or action taken against the Police following the policing of a major event should be reported to the Police Performance Management Group and the Performance and Resource Management Sub (Police) Committee (as a measurement of success).
PO Measure 3	AGREED with no change.
Crime Reduction (CR) Measure 1	AGREED with no change, although there was a discussion about the level of challenge (stretch) for the Force from setting a target of reducing victim based violent crime compared to 2011-12 (as figures for 2011-12 are already high).
CR Measure 2	AGREED with no change. There was a discussion about whether the City First change programme is having an impact on front-line service delivery, as the Force has repeatedly stated that staffing reductions would not affect service delivery because resources are being used more effectively. The Commander confirmed that service delivery has/will be affected because of the staffing reductions and stated that there has been a reduction in the number of ward officers.
Roads Policing (RP) Measure 1	AGREED with no change.
RP Measure 2	AGREED with no change. The number of uninsured vehicles seized and unlicensed drivers figures will be reported separately.
RP Measure 3	AGREED with no change. The number of referrals to the Safer Cycle scheme and the Driver Alert Scheme will be

	reported separately.
Anti-Social Behaviour (ASB) Measure 1	AGREED with no change. The Force confirmed that the ASB measure should read as follows: "to ensure that at least 90% of those reporting anti-social behaviour are satisfied with the way police handled the case". There was a discussion about revising the measure to include satisfaction levels for the victims of ASB and also a debate about whether there should be a specific headline measure for reducing ASB associated with the NTE. The Police stated that they will consider developing a measurable ASB target once they have started collecting the appropriate information.
ASB Measure 2	AGREED with no change although there was a discussion about the merits of having this target as one of the main ASB measures. Members were unclear why this was being treated as an ASB priority. It was agreed that the target should match the Community and Children's Services Departmental business plan target for 2013/14.
ASB Measure 3	AGREED with no change.
ASB Measure 4	AGREED with no change.
Satisfaction Measure	AGREED with no change.
Response Measure	AGREED with no change.

RESOLVED – That:-

- a) the proposed measures presented in the Rationale document, as amended above, be adopted by principal measures for the Policing Plan 2013-16; and
- b) performance against the measures be reported to the Sub-Committee quarterly.

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

In response to a question by the Chairman, Members agreed that the timing and format of the meeting were appropriate.

8. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There was a brief update by the Chairman about the charitable fundraising campaign led by the Commissioner.

9. EXCLUSION OF THE PUBLIC

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

Item No.	Exempt Paragraphs
11- 12	7
13 – 14	-

SUMMARY OF ITEMS CONSIDERED WHILST THE PUBLIC WERE EXCLUDED

10. NON-PUBLIC MINUTES

The non-public minutes of the meeting held on 14 November 2012 were agreed.

11. QUESTIONS

There were no questions.

12. URGENT ITEMS CONSIDERED WHILST THE PUBLIC WERE EXCLUDED

There were none.

The meeting closed at 2.00 pm

CHAIRMAN

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Agenda Item 4

Committee(s): Police Performance and Resource Management Sub-Committee	Date: 30 th May 2013
Subject: Performance against Targets in the Policing Plan, April 2012 to March 2013.	Public
Report of: Commissioner of Police Pol 21/13	For Information

Summary

1. This report summarises performance against the Policing Plan 2012-15 for the 2012-13 financial year (April 2012 to March 2013).
2. At the end of March 2013 all policing plan targets were achieved.

1. Maintain 95% ring of steel patrols commensurate with threat (100% achieved)	ACHIEVED
2. Improve quality and coverage of engagement with SMEs	ACHIEVED
3. All relevant plans within CoL scrutinised by the CT ALO	ACHIEVED
4. 85% of Griffin/Argus attendees agree CoLP prepared to deal with terrorist or major incident (Achieved Griffin 96.8%/Argus 96.6%)	ACHIEVED
5. Disrupt 25% of OCGs using fraud as a means of committing crime (Target number 24 disrupted, achieved 32 disrupted)	ACHIEVED
6. Improve the quality of fraud alerts to businesses and public sector (Survey results improved from 61% satisfied with quality to 94%)	ACHIEVED
7. 85% of attendees to Fraud academy courses satisfied with quality and content (Achieved year average of 97%)	ACHIEVED
8. Participate in 95% of Economic Crime Command co-ordinated by the National Crime Agency's Economic Crime Operational Group (100% achieved)	ACHIEVED
9. Maintain 95% of no. and trained/equipped officers to meet national req'ts for mobilisation and support Olympic and Paralympic games (100% achieved)	ACHIEVED
10. 85% of residents and businesses satisfied with information rec'd relating to pre-planned large events (93% average achieved)	ACHIEVED
11. Reduce levels of victim based violent crime compared to 2011-12 (1.8% reduction achieved)	ACHIEVED
12. Reduce levels of victim based theft compared to 2011-12 (5.9% reduction achieved)	ACHIEVED
13. Reduce no. of road collisions resulting in injury compared to 2011-12 (12.1% reduction achieved)	ACHIEVED
14. Increase the number of uninsured vehicles seized compared to 2011-12 (379 achieved against a target of 333)	ACHIEVED
15. Increase the no. of cyclists referred to the Cycle Safe Scheme (165 achieved against a target of 128)	ACHIEVED
16. 85% of crime victims and those reporting ASB satisfied with the way CoLP handled their case (92.3% ASB, 88% VoC achieved)	ACHIEVED
17. 80% of street population surveyed consider CoLP doing a good/excellent job (92.3% achieved)	ACHIEVED
18. Respond to at least 95% of 999 calls within 12 minutes (97.4%	ACHIEVED

achieved)	
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Recommendation

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

Main Report

Background

1. This report presents Force performance against the targets and measures published in your Committee's Policing Plan 2012-15 for the 2012-13 financial year. All relevant performance information is contained within Appendix 'A'. These reports to your Committee usually highlight those targets that are not being met within the body of the report, however, for this report all targets were achieved, therefore there is little additional commentary within the main report except in relation to violent crime and acquisitive crime) where achieving the target was particularly challenging.
2. As with previous reports, this performance report includes brief overviews of Force performance that are not covered by specific targets.
3. The "traffic light" criteria utilised is as follows:
 - White – target achieved;
 - Green – target on course to be achieved by due date;
 - Amber – progress against the target behind schedule or failing, but could still be achieved by due date;
 - Red – target not achieved by due date/will not be achieved by due date.

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

Current Position

Overview of Force Performance

Counter Terrorism

4. Over the course of the year the Force recorded 49,773 hours dedicated to specific counter terrorism duties. Although that was significantly in excess of the hours tasked, it was due in no small part to the extraordinary nature of the year that saw London hosting the Olympic and Paralympic Games and the Queen's Diamond Jubilee celebrations.
5. During the year the Force continued to develop new ways of keeping the City of London safe from the threat posed by terrorism and extremism, through implementing new deployment options using behavioural detection officers (BDOs). This new policing tactic involved the coordination of existing force activities (media, communications and public relations, policing deployments and community engagement). The aim was to both deter criminals and influence their behaviour, making it easier for BDOs to spot suspects while at the same time reassuring the public.
6. The trial was developed in conjunction with experts from the Centre for the Protection of National Infrastructure (CPNI), the lead Government authority for protective security advice for the Critical National Infrastructure. The normal, predictable, single-staffed entry points were changed to more visible, mixed deployments. These comprised different combinations of officers, BDOs, marked vehicles, horses, cyclists and dogs, supported by PCSO 'Tactical Engagement Officers' specially trained to engage with and reassure the public.
7. Both Projects Griffin and Argus continue to be great success stories for the Force. During the year, the Force hosted its 100th Griffin event, a model which has now been replicated in major cities across the world. Over the past eight years, Project Griffin has helped to strengthen partnership work with those responsible for security within the City's business community and provided information on recognising and reporting hostile reconnaissance, current and emerging terrorist threats and methods and cordon procedures. This assists the Force to protect the City from terrorism and prevent further casualties during major incidents. Work with private companies and partners has also been complemented significantly over the year seeing engagement with small and medium sized enterprises increasing from a benchmark of 290 organisations to 3,722 by the end of March 2013.

Economic Crime

8. During the 2012-13 financial year, the Overseas Anti-Corruption Unit (OACU) was chosen to set-up a new European Union Cross Border Bribery Taskforce.
9. The European Commission supported the Force's proposal to strengthen the fight against bribery across the Continent. Funding for the new Taskforce will run for at least the next two years. The main objective, laid out by the European Commission, will be to promote joint investigation teams among experts involved in anti-bribery law enforcement units across member states. To do this the Taskforce will focus on strengthening law enforcement networks and promote greater information sharing across the European Union through the development of a bespoke web portal and best practice guidance on cross-border bribery investigations.
10. Previous reports to your Sub-Committee have highlighted significant achievements over the course of the year. In addition to those, the following, all of which occurred during the final quarter of the year, are worthy of note.
 - During February, the City of London Magistrates court ruled that £353,166 of the £1.4m that was seized from organised criminal gangs should be paid to the Force to help the fight against crime. The magistrates were impressed with the quality of evidence collected on the individual jobs.
 - During March, the Force's Insurance Fraud Enforcement Department secured its first "crash for cash" conviction after the driver of a Porsche admitted deliberately causing a crash with a van so that he could make fraudulent insurance amounting to £100,000. He received a 6 month sentence suspended for 2 years, in addition to which he has to complete 140 hours community service.
 - Following a 7 year long inquiry that resulted in the Force amassing more than 175 witness statements and 6,500 pages of exhibits, an individual was arrested in Spain on a European arrest warrant and charged with 25 offences including fraud, money laundering through acquiring criminal property, using a false instrument and obtaining property by deception. Although he pleaded not guilty to all charges, he was found guilty of all 25 charges and sentenced to 14 years imprisonment at Southwark Crown Court at the end of March 2013.

Public Order

11. 2012 was an extraordinary year from a public order perspective with some of the highest profile events in the country's history being hosted within London and impacting on the City of London. Policing the Olympic and Paralympic Games and the Queen's Diamond Jubilee presented complex and sustained challenges which required police forces to work seamlessly together to ensure all three events passed off safely and were ultimately enjoyed by countless thousands of people. The Force delivered against all requests for mutual aid support with respect to all the events, and achieved high satisfaction levels with regard to information provided to the City's community about the events.

Crime Reduction

12. The Force had set itself challenging targets with regard to reducing levels of violent and acquisitive crimes. When those targets were set the trends were showing an anticipated increase in both types of crime, hence the targets were to record a reduction against the previous year's levels. It should not be forgotten that also over the course of the year, the Force was incrementally implementing a restructure which would result in fewer resources. However, those resources would be organised in such a way to work more efficiently and effectively thereby minimising any adverse impact on service delivery.
13. Ultimately, however, it was sustained effort and targeted operations that resulted in the Force achieving its crime reduction targets. Paragraphs 16 to 20 provide more detail regarding violent crime. Concerning acquisitive crime, the Force has run dedicated operations focusing on theft from licensed premises and raised awareness of the threat which has helped prevent crimes from happening in the first place. Additionally, during the latter half of the year the Force launched a Burglary squad, dedicated to proactively reducing incidents of these crimes through effective use of intelligence. The squad has had several successes over the last quarter of the year, including one where the perpetrator received a 16 month sentence only three days after committing an offence and being apprehended.

Roads Policing

14. As violent and acquisitive crime, analysis of data with regard to casualties resulting from road collisions indicated a rising trend over the course of the year. However, targeted enforcement and education operations saw the year

end with the Force recording a 12.1% reduction in casualty levels resulting from road accidents.

Target Performance

15. By the end of the 2012-13 financial year, the Force had achieved all of its policing plan targets. Force performance has been strong throughout the year, as reported to your Sub Committee in previous quarters; however, there have been a couple of areas where the targets have only been met through sustained effort. It should also be noted that monthly figures have been adjusted to reflect changes caused by reclassification and no-criming of reports. This may be particularly noticeable in March, when crimes are reviewed to ensure the accuracy of end of financial year statistics.
16. **Reduce levels of victim based violent crime compared to 2011-12.** This target more than any other was the most problematic to achieve. At the end of all previous quarters during the financial year, the Force had not managed to achieve a reduction based on a previous year comparison. However, by 31st March 2013, the Force had recorded 559 incidents of violent crime compared to 569 at the same point the previous year, representing a 1.8% reduction. Within the category of violent crime, violence with Injury had increased by 10 offences over the course of the year (+7.3%), whilst violence without Injury reduced by 36 offences (-13.1%).
17. Violence with Injury and Sexual Offences represented 57.5% of victim based violence, compared to 52% the previous year. However, severity of recorded injuries remained remarkably similar to 2011/12, with 1 assessed as fatal and 49 as serious wounding, 200 as slight, and the remainder recorded as either none or unknown. Trends based on the last 1, 2 and 3 years' data still indicate an increasing trend, although if restricted to the past 6 months, the trend is reducing, although that is likely to be due to the measures taken by the Force to achieve this target.
18. Over the course of the final quarter, Uniformed Policing Directorate continued to target violent crime occurring around licensed premises. This has been bolstered by fortnightly Licensing Tactical Group meetings (which includes representatives from the Force's Community Engagement staff, and the City's Head of Environmental Health and Public Protection) and where prosecutions under the Licensing Act are discussed.

19. Operation Blitzen ran during the Christmas period with tactical delivery based on the Christmas Problem Profile and took a blended, preventative approach with both covert and overt activity. Actions were based on 16 options from the Menu of Tactical Options and involved checks of licensed premises and the issue of Notices to Quit cards under s.27 Violent Crime Reduction Act 2006. These tactics were continued throughout the final quarter of the year.
20. The Force has also implemented a new violent crime strategy: *Last Orders, Calling time on the City's violent crime*. The strategy references the fact that whilst the number of licensed premises in the City has remained at a certain level over the past few years, over the same period the number of promoted events have more than doubled (from 720 in 2010 to 1550 during 2012). The strategy encompasses a number of strands, which includes working with partners and high visibility policing. It is anticipated that the implementation of this strategy will continue to have a positive impact on violent crime throughout the coming financial year.

Conclusion

21. Throughout the year, the Force ended each quarter presenting solid performance across the entire range of policing plan targets. Given the transition to the new operating model and steadily reducing numbers of staff, this was an impressive achievement. Sustained effort was required to maintain those performance levels, especially in relation to violent crime and reducing road casualties.

Background Papers:

- **Appendix "A" Performance Summary**

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

WHITE	Target achieved	GREEN	Performance on track to achieve target by due date	AMBER	Progress against target is significantly behind schedule, but the target might still be achieved	RED	No progress on target or deadline/level has not been met
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Protect the City of London from terrorism and extremism	
Measure	Traffic Light
1. To maintain at least 95% of our dedicated Ring of Steel patrols at a level commensurate with terrorist threat levels	ACHIEVED
Performance	<p>Requirement – 17,640 over the course of the year (ranging between 1520 and 1635 hours per month).</p> <p>Actual hours engaged on CT specific duties = 49,773</p> <p>Over the course of the year the Force exceeded the hours tasked every month. Significantly higher levels were delivered throughout the second and third quarters of the year due to duties relating to the Queen's Diamond Jubilee, Olympic and Paralympics games and the Lord Mayor's Show. As the third quarter progressed the Force has began to move back to its usual shift pattern and performance against the target resumed to a more normal level.</p>

Measure	Traffic Light
<p>2. By 31st March, to have delivered a programme to improve the quality and coverage of engagement with Small and Medium Sized Enterprises.</p>	<p>ACHIEVED</p>
<p>Performance</p>	<p>1. Improving quality of engagement</p> <p>Over the course of the year, the Force achieved a series of milestones (as set out at (a) to (e) below) which were set to improve the quality of engagement with SMEs.</p> <ul style="list-style-type: none"> a. Review existing CoLP SME CT newsletter and feedback for audiences by end of April 2012, b. Conduct a survey of (or a targeted sample of) the 7,000 SMEs listed on the CoLC database to establish their needs, current awareness levels and preferred communication media by end of June 2012, c. Consult with the Chamber of Commerce and the Federation of Small Businesses to draw on industry best practice, d. Review survey and consultation results and propose an improved programme of communication by the end of September 2012, e. Implement the improved communication programme by December 2012. <p>Milestones (a). and (b) were reported complete in January 2013, milestone (c) was completed in November 2012, (d) was met with 90% of respondents expressing a preference for electronic communication, and (e) was met with publication of the communication programme on 1st February 2013.</p> <p>2. Improving coverage of engagement</p> <p>The target set for this aspect of the measure was to increase the number of SMEs engaged with compared to 2011-12. The baseline for that year was 290 SMEs engaged with. By the end of March 2013, the Force had increased that number to 4,012, and increase of 3, 722 SMEs.</p>

Measure											Traffic Light		
3. To ensure all relevant plans for development within the City of London are subject to consultation and scrutiny by the Counter Terrorism Architectural Liaison Team											ACHIEVED		
Performance	Month	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
	YTD Total consultation given	4	7	11	15	19	22	23	27	29	29	29	35
	Traffic Light	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
	# Development Plans submitted within month	4	3	4	4	4	3	1	4	2	0	0	6
	# Reviewed Plans (no advice required)	0	0	0	0	0	1	0	0	0	0	0	0
	# Reviewed Plans (written advice provided)	4	3	4	4	4	2	1	4	2	0	0	6
	All applications were reviewed at the earliest opportunity; there were no exceptions and all reviews take place before being presented to the Planning Committee												

Measure		Traffic Light
4. To ensure that at least 85% of people attending Project Griffin and/or Argus seminars consider the City of London Police is prepared and capable of dealing with a terrorist or major incident		ACHIEVED
Performance	<p>Over the course of the year there were 9 Griffin events and 28 Argus seminars.</p> <p>The Force achieved this target throughout the year. At the end of March, the year to date average performance for both sets of events was:</p> <p>Griffin: 96.8%</p> <p>Argus: 96.6%</p>	

Protect the City of London and UK from Fraud		
Measure		Traffic Light
5. To disrupt at least 25% of Organised Crime Gangs who use fraud as a means of stealing from individuals, businesses and the public sector		ACHIEVED
Performance	<p>The target is 25% of the baseline figure of 94, which equates to 24 OCGs by the end of the financial year.</p> <p>A disruption may be achieved by any activity covered in the Organised Crime Strategy under Stem, Strengthen or Safeguard, and will have involved some form of intervention, prompted by the appropriate agency, which has resulted in a positive output or outcome. For the purposes of this measurement an OCG disruption is counted when an OCG is reclassified in a downward movement of tiers within the OCG disruption tracker table. For example an OCG that is reclassified from a tier 2 to tier 3 would be counted as a disruption.</p> <p>Based on the above criteria, by the end of March 2013 the Force had disrupted 32 OCGs.</p>	

Measure	Traffic Light
<p>6. To improve the quality of fraud alerts shared with business and public sector organisations</p>	<p>ACHIEVED</p>
<p>Performance</p>	<p>In the 1st quarter, the National Fraud Intelligence Bureau (NFIB) issued 245 Alerts across a broad range of recipients in Law enforcement, Industry and members of the public. The main areas of dissemination were in Share Purchase Fraud and Credit Card Fraud, with other alerts relating to Advance Fee Fraud, Cheque Fraud, and Telecommunications Fraud and On-line shopping Fraud.</p> <p>During the second quarter (July to September) the NFIB feedback mechanism for Alerts was reviewed and a new online survey function was introduced on 11/07/2012, replacing the existing format. The purpose of the introduction of the online survey function was to improve accessibility to stakeholders by removing unnecessary steps for completion.</p> <p>The following question, which was not previously included in the 1st quarter Stakeholder Survey, was included in the second quarter Stakeholder Survey – <i>The fraud alerts that the NLF has disseminated over the last 12 months are of high quality</i> (respondents are asked to what level they agree with this statement).</p> <p>Following that survey, 61% of stakeholder agreed that the fraud alerts had been of a high quality. This then became the benchmark against which an improvement would be assessed.</p> <p>Of the respondents replying to the fourth quarter survey, 94% agreed that the fraud alerts were of high quality.</p>

Measure											Traffic Light		
7. To ensure that 85% or more people attending Fraud Academy courses are satisfied overall with the quality and content of the course attended.											ACHIEVED		
Performance	2012-13 - 85% Satisfaction Rate												
	Month	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
	# course Attendees	12	33	24	30	32	19	54	57	112	35	40	54
	% very satisfied	100%	97%	96%	100%	100%	100%	100%	89%	95%	94%	97%	100%
	Trend	↑	↓	↓	↑	→	→	→	↓	↑	↓	↑	↑
	YTD avg. figure	100%	98%	97%	98%	98%	99%	99%	98%	97%	97%	97%	97%

Measure	Traffic Light
<p>8. To participate in at least 95% of enforcement campaigns coordinated by the National Crime Agency's Economic Crime Operations Group</p>	<p>ACHIEVED</p>
<p>Performance</p>	<p>The Force has participated in 100% of enforcement campaigns coordinated by the NCA's Economic Crime Operations Group. Details of involvement have been as detailed immediately below:</p> <ul style="list-style-type: none"> (1) A Serious Organised Crime Agency led operation which with ECD working in partnership with SOCA providing operational support when required. (2) An ECD led operation in partnership with the NCA that now has a full establishment of resources and infrastructure and resulted in 53 arrests in Spain and the UK, 33 searches and 4 charges. (3) SPIRA mapping project: Involvement from initial stage and ongoing contributions. (4) OP Proximate/Poise: a multiagency collaboration - the operational phase was delayed due to the need for an ongoing civil case to conclude against one of the subjects. (5) The first joint case involving pension liberation and secondary investment fraud.

Respond effectively to public disorder	
Measure	Traffic Light
9. To maintain at least 95% of the number of trained and equipped officers required to meet the national requirements for public mobilisation and support the Olympic and Paralympics games	ACHIEVED
<p>National Standard: 2 PSUs (each PSU= 1 Inspector, 3 sergeants and 21 PCs (to include 2 drivers)) trained to Level 2 public order who can be deployed within 4 hours. Throughout the year the Force maintained a number of trained and equipped officers, which exceeded the 95% requirement (3PSUs). Training delivered over the course of the year boosted numbers by a further 12. Continued training and monitoring ensured the Force maintained trained staff in excess of the 95% requirement. The Force met all requests for assistance during the year. There follows additional information on how the Force met this target, additional to meeting the straightforward relevant numbers of staff.</p> <p>Mutual Aid during the Olympic and Paralympic Games – areas effected (TFG) Close protection, (DMU) Mounted & Explo dog handlers, and (RPU) Escort trained motorcyclists. All deployments were completed. The Mutual Aid was subject numerous reductions from original plan as the national demand picture became clearer.</p> <p>All front line uniform sections shift patterns were reviewed and altered where appropriate to meet expected demands and make provision for officers on aid. Territorial Policing (pre Uniform Policing Directorate) implemented an Olympic 10 week shift pattern populated with numbers of approximately 20-25 per group made up of Response, PHT and Wards policing. All officers reverted to normal duty patterns on 17th September 2012.</p> <p>Annual leave was maintained within National guidelines and managed across the Force by Directorate SPOCs.</p> <p>Level 2 PSU, as part of Pan-London reserve for 24-day period from 20th July, was completed on the 12th August. Since that point the Level 2 PSU has been policing COLP taskings with the capability to from a PSU Support Group retained in City. This ensured that should a national mobilisation become necessary the Force would be able to meet all requirements.</p> <p>A Command Structure with CADRE City Silver was on duty (0700-2200) for the period of the Games and remained in place until 12th September. An Olympic DMM was held 3 times a day to respond to changing priorities and needs.</p> <p>Non-uniform Directorates maintained tactical plans to support uniform operations in the event of major incident or to support critical policing.</p>	

Measure	Traffic Light
<p>10. To ensure at least 85% of residents and businesses are satisfied with the information received in relation to large pre-planned events</p>	<p>ACHIEVED</p>
<p>Performance</p>	<p>The Following pre-planned events were assessed for this measure: The Queens Diamond Jubilee and the Olympic & Paralympic Games.</p> <p>The Queen’s Diamond Jubilee City of London businesses and residents were surveyed to ascertain the level of satisfaction with Force communications relating to the Queen’s Diamond Jubilee (QDJ) arrangements. Marketing company Vocal Ltd of Colchester was commissioned to distribute the surveys and compile the results. Vocal used Survey Monkey and distributed the surveys to CoLP Business and Residents email group addresses on 18th June.</p> <ul style="list-style-type: none"> • 37 responses were received from residents, with 34 completing the overall satisfaction question. • 181 responses were received from the business community, with 163 completing the overall satisfaction question. • 95.1% (155 out of 163) of Business Community respondents answered very satisfied or satisfied to the question: “Overall, how satisfied were you with the information we sent you about the Queen’s Diamond Jubilee celebrations?” • 91.2% (31 out of 34) of Resident respondents answered very satisfied or satisfied to the same question. <p>2012 Olympic & Paralympic Games iModus surveyed City of London Businesses and Residents in respect of the CoLP provision of information in relation to the 2012 Olympic & Paralympic Games. This survey was conducted during September 2012.</p> <ul style="list-style-type: none"> • 100 responses were received from the business community • 25 responses were received from residents. • Satisfaction levels for business respondents (100 returned) were 96% which included 54% very satisfied with the information provided. • Satisfaction levels for residents (25 returned) were 90% including 60% very satisfied. <p>Of the respondents, 83% of the business respondents and 64% of the resident respondents located in the City of London.</p> <p>Overall, people were happy with the information provided and level of content and contact.</p>

Reduce the levels of violent crime and theft

Measure	Traffic Light
11. To reduce levels of victim based violent crime compared to 2011-12	ACHIEVED

Performance

2011-12 Level: 569 crimes

2012-13 Level: 559 crimes

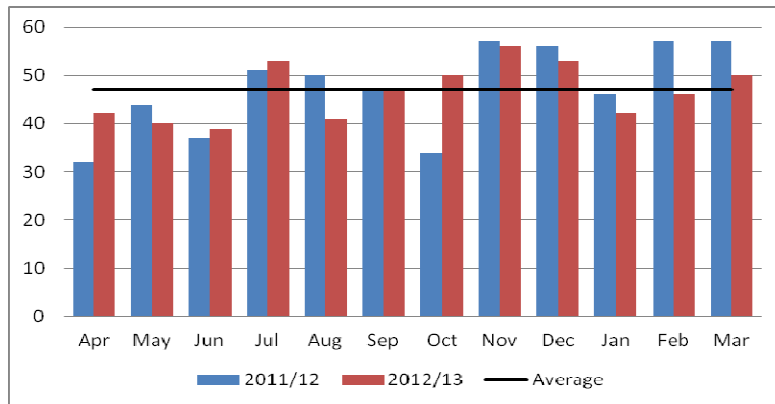


Chart 1: Victim Based Violence by month

All victim based violence: 559: Reduction of 10 offences, (-1.8%).

Violence with Injury: 280, an increase of 10 offences (+7.3%)

Violence without Injury: 238 a reduction of 36 offences (-13.1%).

Sexual Offences: 42 an increase of 7 offences (+20%)

Violence With Injury and Sexual Offences represented 57.5% of victim based violence, compared to 52% the previous year. However, severity of recorded injuries remains remarkably similar to 2011/12 - with 50 fatal/serious/wound, 200 slight, and the remainder recorded as either none or unknown.

July, November, December and March have seen above average numbers of victim based violence in each of the last two years (Chart 1). The April to June quarter tends to have relatively low levels of violent crime (Chart 2).

Trends based on the last 1, 2 and 3 years' data still show increase, whilst the trend over the last 6 month is reducing (Chart 3).

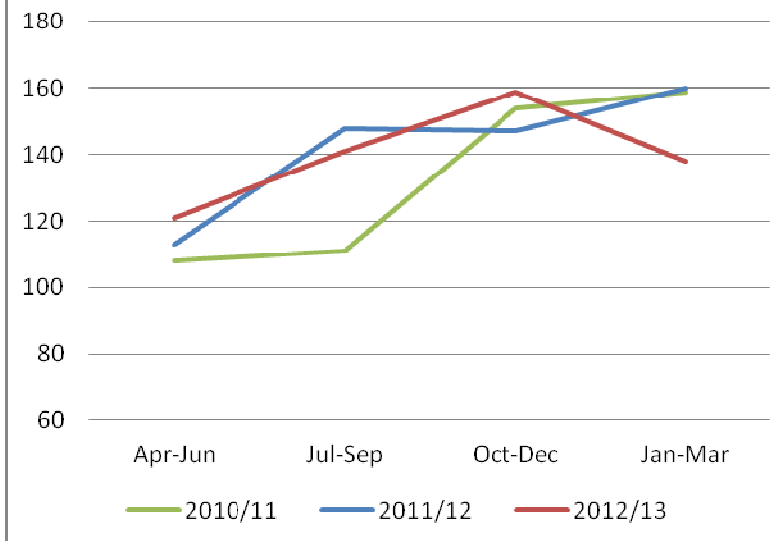
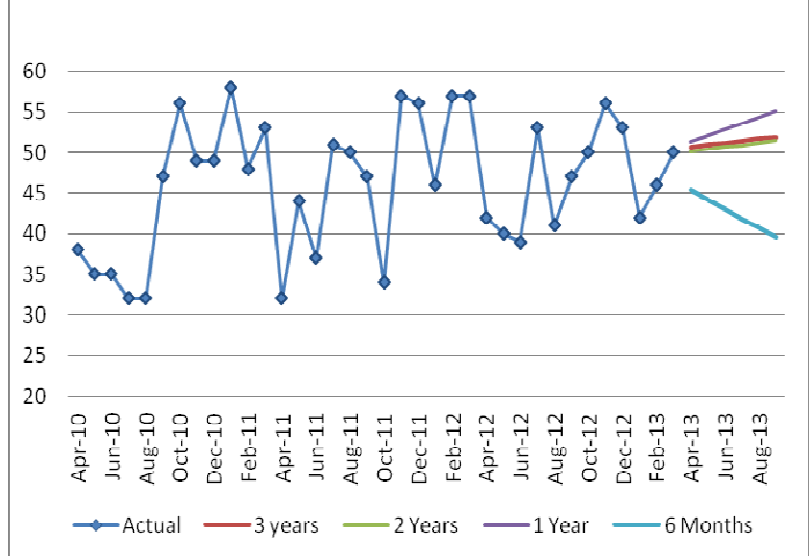


Chart 2: Victim Based Violence by Quarter



Actual 3 years 2 Years 1 Year 6 Months

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

Performance

TARGET ACHIEVED: April 2012 – March 2013: 3,811 offences recorded (April 2011 – March 2012: 4051) Reduction 5.9%

	2012/13	Change	change %
Robbery	49	+3	+6.5%
Burglary Non Dwelling	333	+69	+26.1%
Burglary Dwelling	27	-5	-15.6%
Theft of Motor Vehicles	62	-13	-17.3%
Theft from Vehicles	126	+7	+5.9%
Theft from Shops	569	-173	-23.3%
Theft from the Person	332	+9	+2.8%
Theft of Pedal Cycles	306	-153	-33.3%
Theft Other (code 49/10)	1933	+19	+1.0%

Substantial reductions in **Theft of Pedal Cycles** and **Thefts from Shops**.

Increase in **Burglary Non Dwelling**. However, only 14 offences were recorded in March, the lowest month since September and half of the monthly average for the year.

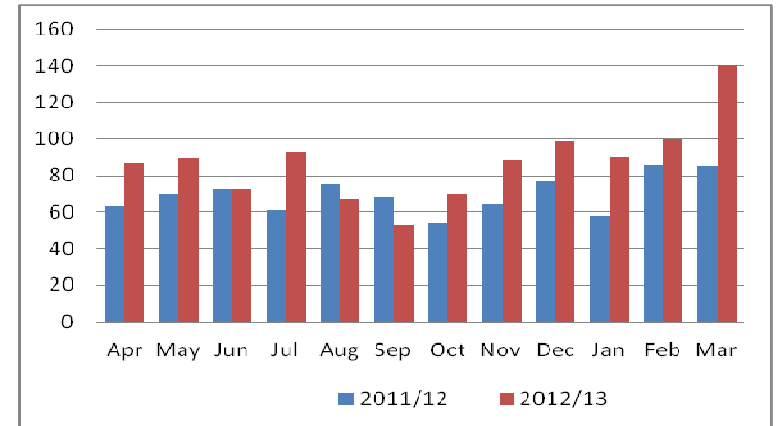


Chart 1: Thefts from licensed premises by month

Theft from licensed premises (chart 1): 1049 offences were recorded, an increase of 25.6% on 2011/12.

Thefts from coffee shop/cafes reduced from 205 in 2011/12 to 108 in 2012/13 (-47%).

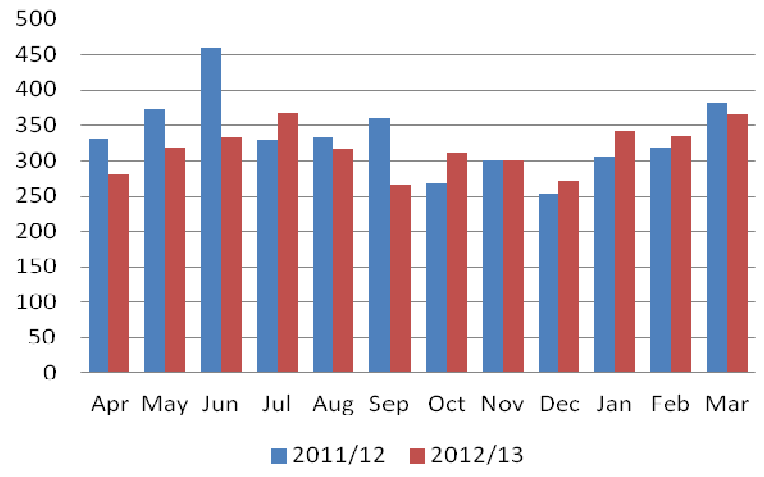


Chart 2: Acquisitive Crime by month

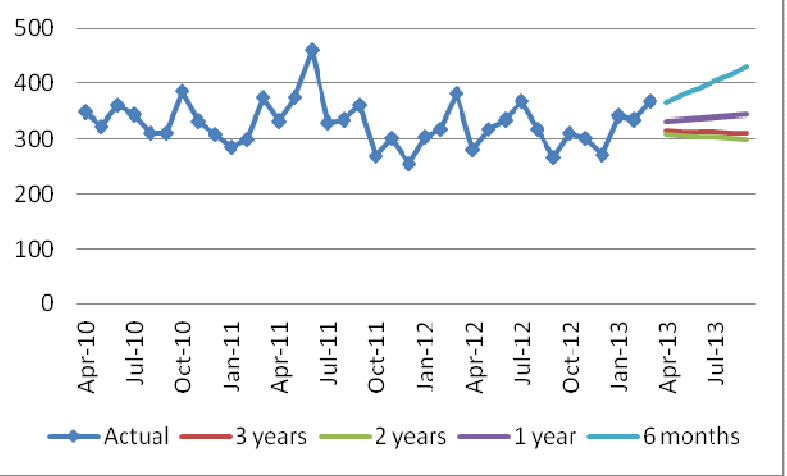


Chart 4: Acquisitive crime trends based on monthly data

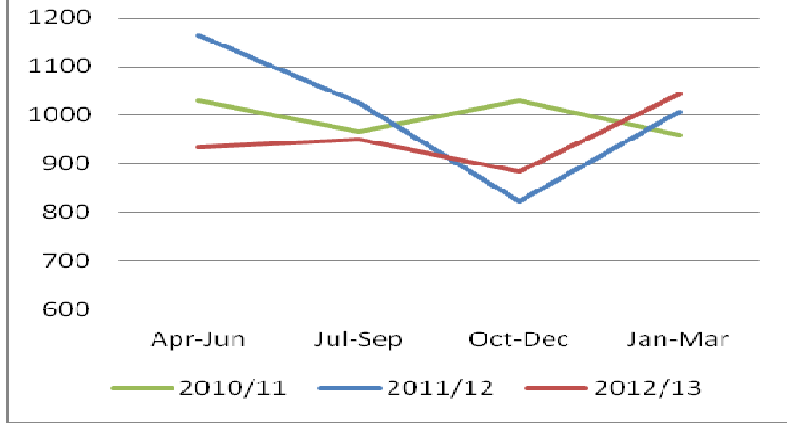


Chart 3: Acquisitive crime by quarter

As illustrated in these charts, trends have started to increase over the last six months.

The Burglary Squad ran for the last 3 months of the year to tackle the rise in commercial burglaries. Since inception they have attended all burglary scenes between the hours of 0800 and 1600hrs. CID continue to do so outside of these hours. The attendance involves assessment, ensuring that crimes are classified correctly and early identification of any emerging crime patterns and fast track actions. The squad has arrested the sharp increase in commercial burglaries and have had successful prosecution and sentencing in this short time.

The Crime Prevention Officer continues to visit the top 20 problem premises for theft to offer advice and surveys.

Focused operations continue to investigate offences relating to cafes, restaurants and licensed premises with recent successes including the identification of two suspects responsible for the increase in thefts in the west section of the City.

Roads Policing																																																																																												
Measure	Traffic Light																																																																																											
13. To reduce the number of collisions resulting in injury compared to 2011-12																																																																																												
ACHIEVED																																																																																												
Performance	TARGET ACHIEVED April - March 2013: 379 (as received at 4/4/13) REDUCTION 12.1%																																																																																											
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Measure		Traffic Light				
14. To increase the number of uninsured vehicles seized compared to 2011-12		ACHIEVED				
Performance	Baseline insurance seizures 2011/12: 333 (253 for no insurance and 80 for no insurance AND no driving licence), monthly average 27.75					
	Month	No Insurance	Ins & No D/L	Total	2012 Total	2011 Total = Target
	April	13	10	23	23	28
	May	24	2	26	49	55
	June	21	6	27	76	83
	July	24	9	33	109	111
	August	30	10	40	149	139
	September	41	14	55	204	166
	October	16	8	24	228	194
	November	30	4	34	262	222
	December	26	10	36	298	249
	January	22	5	27	325	277
	February	11	10	21	346	304
	March	25	8	33	379	333
	Total seizures for Driving Licence <i>and</i> Insurance offences are 479 (458 previous year) and an additional 87 seized for other reasons (82 previous year).					
Income generated was £100,699 (Target £77,000)						

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

Performance	2011-12 Baseline = 128 2012 – 13 achieved = 165								
	Month	Tickets issued 2011/2012	Course Completed 2011/2012	% completed 2011/2012	Profile	Tickets issued 2012/2013	Total	Total Courses Completed 2012/2013	% completed 2012/2013
	April	16	13	81%	10.5	3	3	3	100%
	May	16	12	75%	21	33	36	15 (18)	54%
	June	9	2	22%	32	5	41	4 (22)	80%
	July	6	5	83%	42	8	53	13 (35)	69%
	August	5	3	60%	53	34	86	30 (65)	76%
	September	19	14	74%	63	14	100	10 (75)	81%
	October	9	2	22%	74	24	124	10 (85)	69%
	November	19	9	47%	84	5	129	5 (90)	70%
December	11	3	27%	95	18	147	11 (101)	69%	
January	4	1	25%	106	8	155	7 (108)	70%	
February	6	2	33%	117	4	159	5 (113)	71%	
March	8	8	100%	128	6	165	0 (113)*	-	
	128	74	58%	128		165	113	73%	

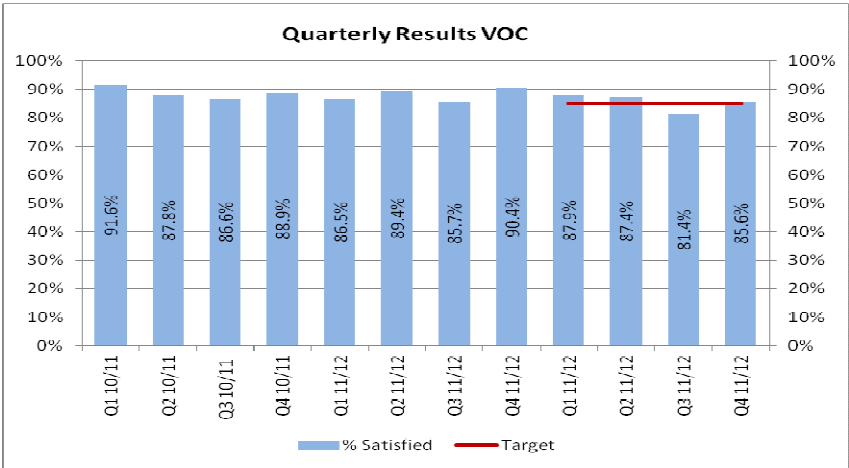
*Although six more referrals were made during March, no more courses were completed during the month over and above what had already been reported in February. This has not adversely affected the target, which had effectively been achieved by November.

Responding to the Community

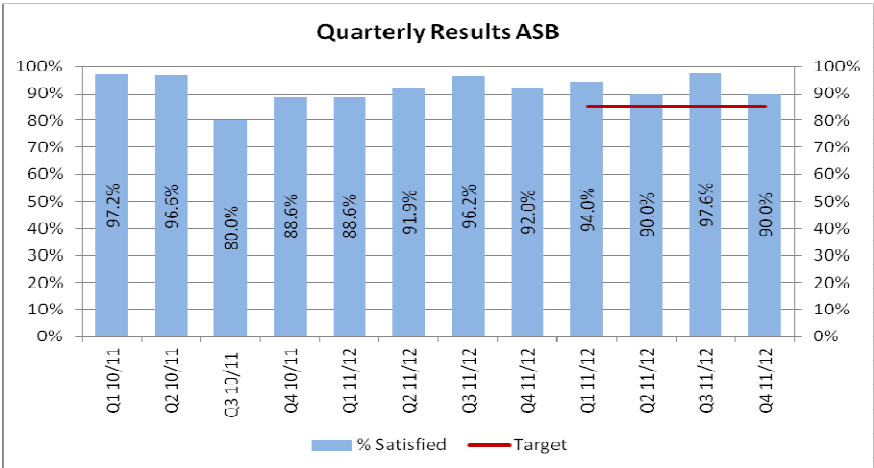
Measure	Traffic Light
16. To ensure at least 85% or more crime victims and those reporting antisocial behaviour satisfied with the way police handled their case (whole experience)	ACHIEVED

Performance

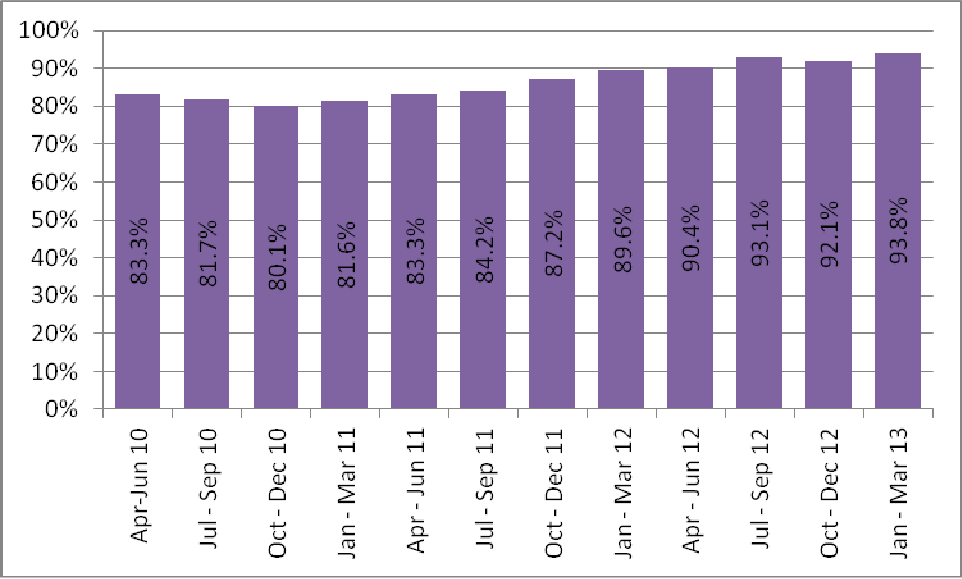
Baseline Figures for whole of 2011/12: People reporting Antisocial Behaviour (ASB): 92.3% satisfied
 Victims of Crime (VoC): 88% satisfied



Crime: 2012/13: 85.6% (590 satisfied out of 689 respondents)
Overall yearly VOC satisfaction for:
 Ease of contact: 95%
 Actions Taken: 82%
 Follow Up: 84%
 Treatment: 94%
 Whole Experience: **86%**



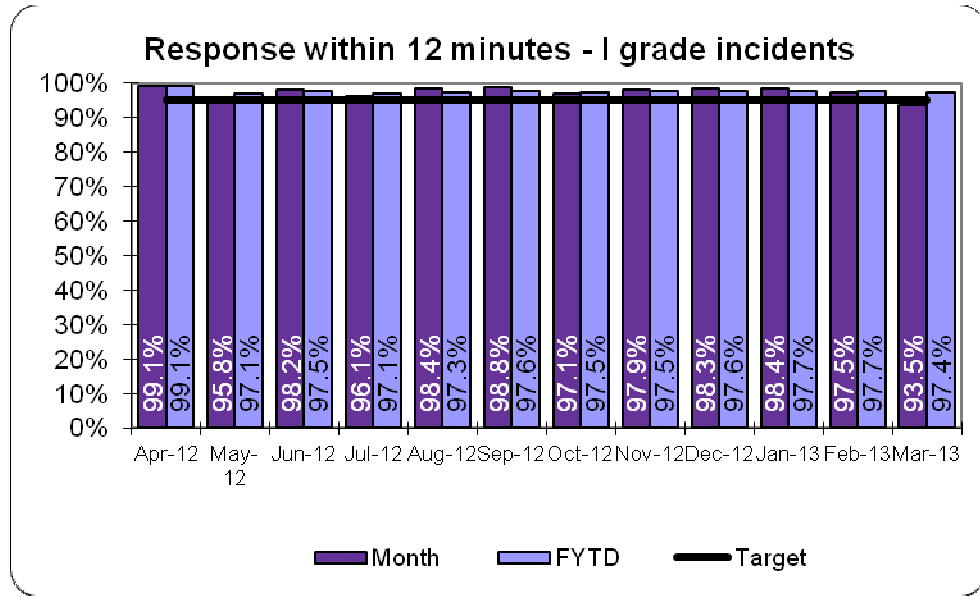
ASB: 2012/13: 92.8% (168 satisfied out of 181 respondents)
Overall yearly ASB satisfaction for:
 Ease Of Contact: 94%
 Actions Taken: 89%
 Follow Up: 87%
 Treatment: 93%
 Whole Experience: **92%**

Measure	Traffic Light																										
<p>17. To ensure at least 80% of City street population surveyed who expressed a view consider the police in the City of London are doing a good or excellent job</p>	<p>ACHIEVED</p>																										
<p>Performance</p>	<p>Q1: 90.4% (150 out of 166) respondents to the survey expressed the view that the police were doing a good or excellent job. Q2: 93.1% (149 out of 160) Q3: 92.1% (151 out of 164) Q4: 93.8% (152 out of 162)</p> <p>TARGET ACHIEVED April 2012 – March 2013: 92.3%</p>  <table border="1"> <caption>Quarterly Performance Data</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>Apr-Jun 10</td><td>83.3%</td></tr> <tr><td>Jul-Sep 10</td><td>81.7%</td></tr> <tr><td>Oct-Dec 10</td><td>80.1%</td></tr> <tr><td>Jan-Mar 11</td><td>81.6%</td></tr> <tr><td>Apr-Jun 11</td><td>83.3%</td></tr> <tr><td>Jul-Sep 11</td><td>84.2%</td></tr> <tr><td>Oct-Dec 11</td><td>87.2%</td></tr> <tr><td>Jan-Mar 12</td><td>89.6%</td></tr> <tr><td>Apr-Jun 12</td><td>90.4%</td></tr> <tr><td>Jul-Sep 12</td><td>93.1%</td></tr> <tr><td>Oct-Dec 12</td><td>92.1%</td></tr> <tr><td>Jan-Mar 13</td><td>93.8%</td></tr> </tbody> </table> <p>Question: “Taking everything into account, how good a job do you think the police in this area are doing?” (Excellent / Good / Fair / Poor / Very Poor)</p> <p>% of respondents (excluding Don’t Knows”) answering Good or Excellent.</p> <p>At 93.8%, quarter 4 had the highest level of agreement to date.</p>	Quarter	Percentage	Apr-Jun 10	83.3%	Jul-Sep 10	81.7%	Oct-Dec 10	80.1%	Jan-Mar 11	81.6%	Apr-Jun 11	83.3%	Jul-Sep 11	84.2%	Oct-Dec 11	87.2%	Jan-Mar 12	89.6%	Apr-Jun 12	90.4%	Jul-Sep 12	93.1%	Oct-Dec 12	92.1%	Jan-Mar 13	93.8%
Quarter	Percentage																										
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Jul-Sep 12	93.1%																										
Oct-Dec 12	92.1%																										
Jan-Mar 13	93.8%																										

Measure	Traffic Light
18. To respond to at least 95% of 999 calls within 12 minutes	ACHIEVED

Performance

Target Achieved. 97.4%



Committee:	Date:
Police- Performance and Resource Management Sub Committee	30 th May 2013
Subject:	Public
Human Resources - Monitoring Information April 2012 – March 2013	
Report of:	For Information
Commissioner of Police Pol 23/13	

SUMMARY

This report sets out the Force's Human Resources monitoring data for the 12 month period from 1st April 2012 to 31st March 2013. The data has been presented in the format previously agreed by your Committee.

The data in the report includes information on:

- Force strength - which is currently 775 (rounded FTE) Officers and 394 Police Staff (including PCSO's).
- Joiners and leavers - 6 officers joined the Force during this period and 50 left. There have been 87 new police staff joiners, and 58 leavers.
- Ethnicity - The proportion of regular officers from an ethnic minority in the Force is 5.8%.
- Sickness - average working days lost are for Staff 7.5 days and for officers 5.4 days
- Grievances – There have been 10 grievance cases, involving 2 officers and 8 members of staff.

Recommendation

It is recommended that:

Members note the contents of this report.

Main Report

Background

1. Your Committee resolved that Human Resources Performance Monitoring reports should be received at six monthly intervals. This

report therefore provides information for the 12 months from 1st April 2012 to 31st March 2013.

Current Position

2. The data has been presented in the format previously agreed by your Sub Committee. Under the Equality Act 2010, equality and diversity data may be provided against nine protected characteristics: Gender, Religion and Belief, Race, Gender Reassignment, Disability, Age, Pregnancy and Maternity, Marriage and Civil partnership and Sexual Orientation. The review / equality impact assessment will, in time, include all aspects as we build the data held.

Work Force Management

3. There is currently an overall strength of 775 (rounded FTE) officers against an establishment of 712.5 officers. The establishment is based on the new City First model implemented on the 1st April 2013. Given the restricted options for reducing police officer numbers in that there is no option to make them redundant, we are managing down to strength over a planned 3 year period in a controlled way currently using natural wastage through leavers, transferees and retirements in line with the medium term financial plan. There has also been a recruitment freeze for Police Officers, although this is currently under discussion.
4. For Support Staff the strength is 394 (rounded FTE) against an establishment of 422.5. This includes PCSO's and fixed term contracts but excludes agency workers (of which there are 57) who are mainly employed to deliver time limited projects and transitional arrangements to the new structure. The establishment is based on the new model implemented on the 1st April 2013.

Rounded FTE		31 st March 2010	31 st March 2011	31 st March 2012	1 st April 2013
Officers	Estab	862	878	886	712.5
	Strength	846	872	822	775
Staff	Estab	374	417	412	422.5
	Strength	309	337	330	394
PCSO's (included in the Staff numbers)	Estab	52	52	52	16
	Strength	52	44	38	16
Specials	Estab	75	100	100	100
	Strength	79	84	99	89
Volunteers	Strength	0	4	24	25

Retention

Police Officers

5. During the period under review, 50 officers left the City of London Police.

Reason	2011 /12	2012/13
Deceased in service	0	0
Dismissed	3	1
Medical Retirement	0	0
Retirement	29	37
Transfer	5	5
Resignation	11	7
Total	48	50

Special Constabulary

Reason	2011 /12	2012/13
Deceased in service	0	0
Resignation	6	9
Joined Regulars	0	1*
Total	6	10

*Joined another force

Support Staff

Reason	2011 /12	2012/13
Deceased in service	0	0
Dismissed	1	1
Medical Retirement	0	1
Retirement	5	11
Transfer	0	1
Resignation (inc end of contract)	30	43
(To join the Police Service, not CoLP)	1	1
Total	37	58

Recruitment

Police officer recruitment

6. Five Officers started during the period, 4 transferees and 1 secondment.

Special Constabulary recruitment

7. No Specials were appointed during this period.

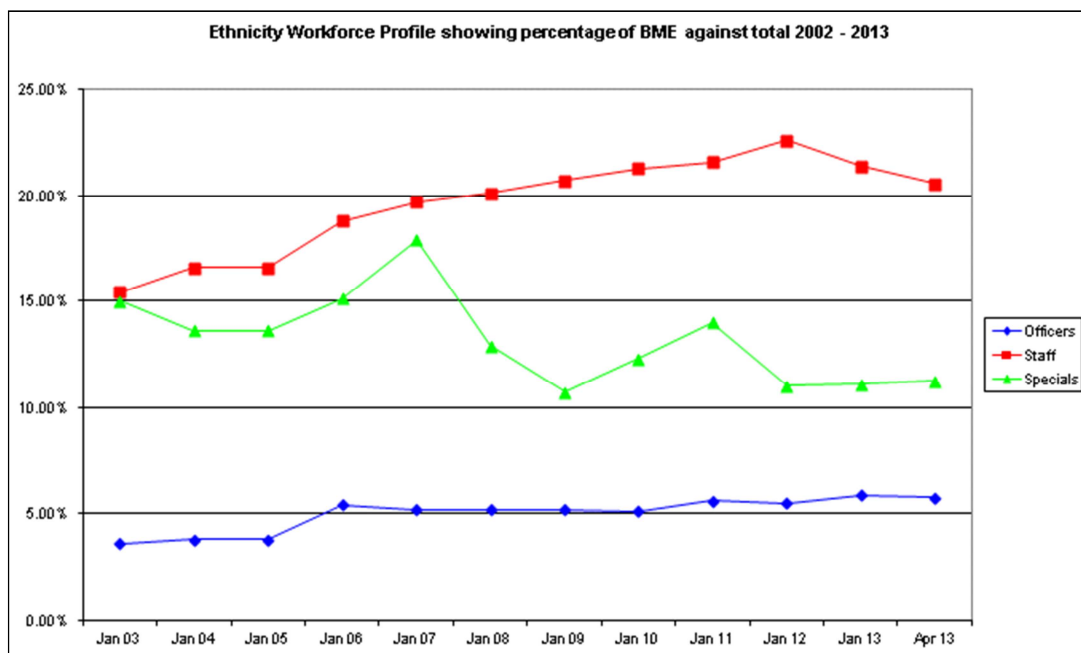
Support staff recruitment

8. Eighty seven individuals have been appointed during this period.

Equality & Diversity elements

Ethnicity

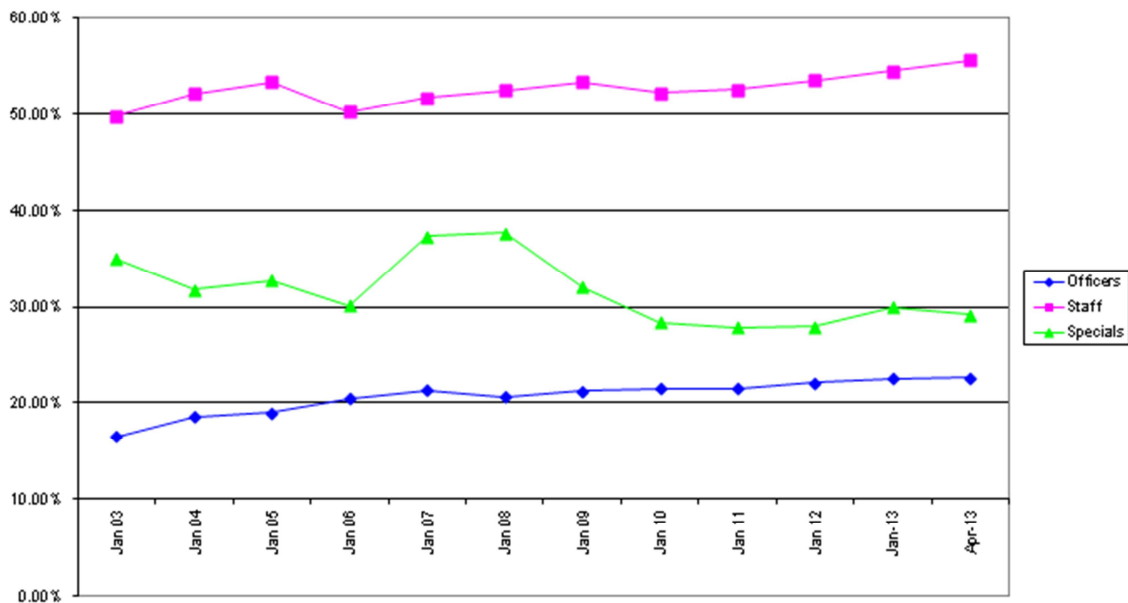
9. The graph below shows the percentage change, over the last 10 years, of the proportion of black and other minority ethnic staff and officers against the total workforce. In the case of officers there has been slow growth in percentage terms from 3.6% in 2003 to 5.8% in 2012. Future growth will be affected by the controlled recruitment plan now in place.
10. Over the last 12 months, it can be seen that in the case of staff the percentage of black and other minority ethnic staff has slightly decreased from 22.5% to 21.4%. The percentage of police officers has also fallen slightly. In the case of Specials the percentage has remained fairly consistent from 11% to 11.11%.



Gender

11. During the 10 years 2003 - 2013 the percentage of female officers has steadily grown to 22%. Support staff female representation is 55.6%.

Workforce Female Gender Profile 2002 - 2013



Disability

12. There are 34 Officers, 23 Support Staff and 3 Special Constables who regard themselves as having a disability.
13. Currently 29 officers and 16 staff are working under either recuperative or restricted duties. These restrictions may or may not amount to a disability. All restricted and recuperative duties are reviewed regularly.

Sexual Orientation

14. All Officers and Support Staff, are invited to self define their sexual orientation. Across the whole workforce 15 have indicated that they are Bisexual or Gay / Lesbian.

Age

15. The age profile of Police Officers spans from 21 to 60 plus
16. The age profile of the Support Staff ranges from 20 to 60 plus. There are 3 staff members over 65 and 14 who are between 60 and 65. Specials range from 21 to 65.

Religion and Belief

17. Currently 35.7% of the workforce regard themselves as Christian, 2.6% as Muslim, 2.6% as another religion or belief, 23.4% as having

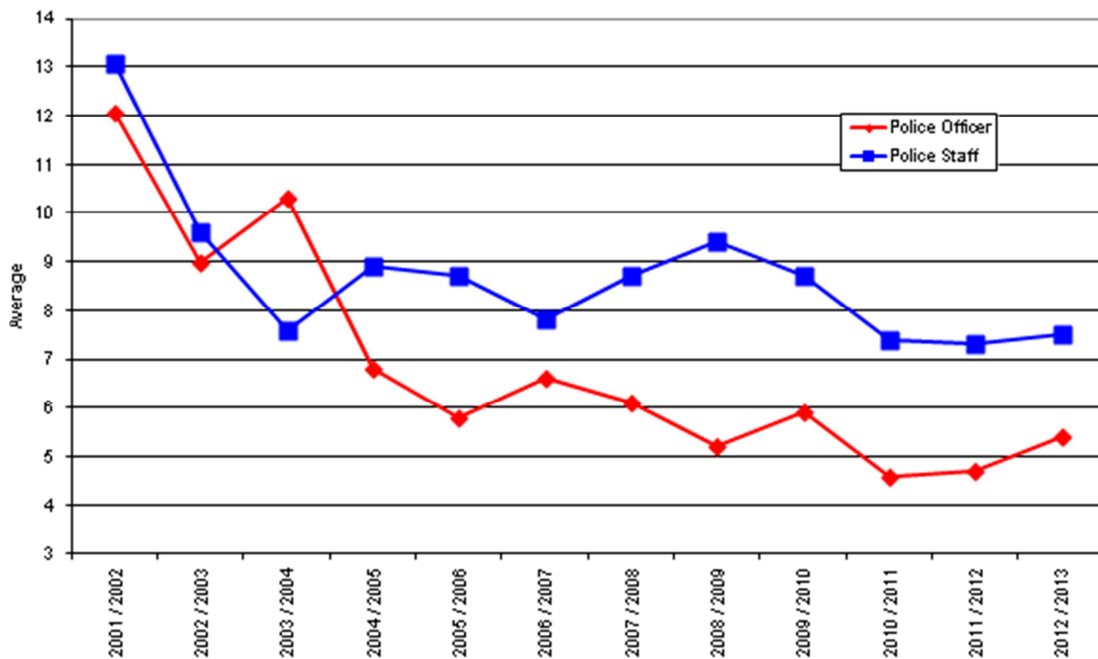
no religion or belief and the remaining 35.7% have not disclosed a religion or belief.

Sickness Management

18. The Home Office and HMIC monitor sickness absence by working hours lost against “available working hours”. During the period under review working hours lost were 37,757 for officers and 21,196 for Support Staff. In percentage terms (working time lost / contracted hours available) this is 2.7% for police officers and 3.6% for Support Staff.

19. The City of London and other organisations use working days lost as a comparator. The average working days lost, for officers is 5.4 against a target of 6 and staff 7.5 against a target of 7. Excluding long term sickness the average is reduced to 2.6 and 4.3 respectively. It should be noted that there were particular circumstances that contributed to the final figure of 7.5 for support staff, those being natural uncertainty around changes brought in by City First, (although a number of support mechanisms were in place) and a number of teams running below strength thereby increasing workloads for others. In addition, the most affected group of staff were PCSOs, who experienced a high level of sickness and were one of the groups most affected by the City First Change Programme with a significant reduction in post numbers in the new model.

Police Officer & Police Staff Sickness: average working days lost



50.8% (2,212 days) of officer sickness is long term and 42.7% (1,250 days) Support Staff sickness is similarly long term

Grievances

20. During the period 1st April 2012 and 31st March 2013 there were 10 grievance cases, involving 2 officers and 8 members of staff. Two of the above grievances have been resolved and are now closed. Eight are still live and under investigation.
21. As a result of at least one grievance, the Force has assessed that in certain cases it may be appropriate to use team mediators. This has been trialled in one case and if successful we will look to making it more widely available.
22. During the reporting period the Force has been cited at 4 Employment Tribunal (ET) cases with a wide range of claims, all of which included an element of discrimination. Of these cases, 3 were withdrawn by the claimant, and 1 was dismissed by the Tribunal.
23. Full details of Grievances and ETs are reported to your Professional Standards and Complaints Sub-Committee.

Conclusion

24. There are no other areas of particular note at present. The freeze on recruitment has contributed to relatively stable performance, and limited officer recruitment for 2013 is planned.

Recommendations

25. Members are asked to note the contents of this report.

Background Documents:

HR Monitoring Information data
Home Office Guidance
Equality and Diversity Information 1st April 2013

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Committee(s): Police Performance and Resource Management Sub Committee	Date: 30 th May 2012
Subject: HMIC Inspections (Update)	Public
Report of: Commissioner of Police POL 22/13	For Information

Summary

On 8th February 2013 Police Performance and Resource Management Sub Committee requested an update on the City of London Police response to HMIC inspection reports for the financial year 2012/13. In order to track the progress made and ensure that there is a clear link between this Sub-Committee and the Audit and Risk Management Committee, Members requested a report identifying the inspections and an update on progress.

During 2012/13 three separate inspections were conducted by HMIC- Anti Social Behaviour (June 2012), Custody (June 2012) and Integrity (September 2012). Action plans were created as a result of recommendations made by HMIC.

Anti Social Behaviour- The improvement plan had 14 actions to improve procedures and processes in dealing with ASB. At this time one action relating to adopting a technical solution of recording lower priority ASB remains outstanding

Custody-The improvement plan contained 37 actions- To date 9 remain outstanding and one of these- ‘to have an open air facility for exercising prisoners’ remains logistically impossible within the current estate.

Integrity-The improvement plan contained 71 actions- 6 currently remain outstanding- the outstanding.

All three plans are currently monitored by the Directorate Head who has responsibility for the specific area, progress on the plans are documented within their Directorate Plans. Strategic governance on progress is provided by ACPO oversight at monthly Performance Management Group. Outstanding actions from the three plans are attached (Appendix A)

Recommendations

- It is recommended that Members note the contents of this report.

Main Report

Background

1. On 8th February 2013 Police Performance and Resource Management Sub Committee requested an update on the progress the City of London Police was making in responding to the recommendations of various HMIC inspection reports.
2. In order to track the progress made and ensure that there was a clear link between this Sub-Committee and the Audit and Risk Management Committee, Members requested a report for the next meeting on all HMIC inspection activity during 2012/13, including an update on progress in implementing HMIC recommendations. The inspections relate to Anti-Social Behaviour(ASB) Custody and Integrity

Current Position

3. Anti-Social Behaviour

- 3.1. In spring 2010, Her Majesty's Inspectorate of Constabulary (HMIC) conducted a review to determine how well forces understood and responded to their local ASB problems. HMIC committed to repeat the exercise in 2012, to check on progress. In July 2012 HMIC released a report entitled 'A Step in the Right Direction' which reviews the progress made since the 2010 inspection.
- 3.2. The highlights of the inspection in 2012 reported that the Force continues to provide a good service in tackling ASB. The report outlined that senior officers were well informed about ASB and ensured that appropriate action was being taken to deal with ASB. It was also recognised that the Force has regular and effective meetings with partners, to discuss ASB and share information.
- 3.3. As a consequence of the HMIC report a written plan was introduced to monitor improvements and progress. This plan had fourteen actions to

improve our procedures and processes in dealing with ASB. At this time one action relating to adopting a technical solution to recording lower priority ASB remains outstanding. A solution has been developed and should be in place in May 2013. Strategic responsibility for ASB sits with ACPO (Operations), who maintains oversight and governance of the work carried out in this area by the Uniform Policing Directorate, through his chairmanship of the ASB Strategic Meeting.

4. Custody

- 4.1. Between 18th and 20th June 2012 HM Inspectorate of Prisons and HM Inspectorate of Constabulary conducted an unannounced inspection of the Force's custody suites at Snow Hill and Bishopsgate Police Stations. In addition to the site visit, the inspection team also conducted a Police Custody Survey with 17 prisoners at HMP Wandsworth who had formerly been detained at City of London custody suites. The survey compared results from the City of London with those of surveys conducted with prisoners in 56 other police areas.
- 4.2. The report highlighted a good structure of staff and custody user meetings; a healthy interaction between the Force, Police Committee and the independent custody visitors; the report commented positively that detainees were held in reasonably good conditions; staff were respectful and treated detainees with dignity.
- 4.3. Among the areas identified for improvement were: management oversight of safety checks, quality assurance of custody records, staff handovers, complaints not being dealt with in accordance with policy and better organisation of section 136 mental health (place of safety) procedures.
- 4.4. As reported to your December 2012 and January 2013 Grand Committees, an improvement plan based on the report's recommendations was immediately developed to address areas for improvement and contained thirty seven actions. To date nine actions remain outstanding. The majority of these actions concern the structural arrangement of the facility and healthcare issues. One of the recommendations – "to have an open air facility for exercising prisoners" is not logistically possible within the current estate, whilst still maintaining the security of the detainee. However, this along with all other outstanding structural matters is to be addressed within the plans for Custody within the new accommodation strategy.

- 4.5. Responsibility for Custody sits with ACPO (Operations), who maintains oversight and governance of the work carried out in this area by the Uniform Policing Directorate. Head of Uniform Operations is the chair of the Custody User Group and has responsibility for progressing recommendations and regularly reporting progress through Performance Management Group and Uniform Policing Directorate Business Plan.

5. Integrity

- 5.1. In 2011 HMIC published a thematic report entitled ‘Without Fear or Favour – A review of police relationships’ which looked at the system of controls that seek to prevent and tackle relationships that create a conflict of interest and therefore a risk to police impartiality. In other words, police relationships that could lead to the public not being treated fairly by the police. The review included relations with the media, disclosure of information, hospitality, gratuities, procurement, contracts and business interests. HMIC examined data (where available), systems to proactively seek out wrong doing, the work of governing bodies, corporate governance and oversight, training, intelligence and enforcement.
- 5.2. The review did not find evidence to support the notion of endemic corruption amongst police service relationships, with the majority of police officers and staff striving to act with integrity.
- 5.3. In September 2012 HMIC revisited the City of London to track progress against their original recommendations. In their re-inspection they found that
- Since 2011, the City of London Police has conducted an integrity “health check”, using the self-assessment checklist provided in HMIC 2011 report, and introduced an Integrity Action Plan to address the issues raised.
 - Several policies (including on the acceptance of gifts and hospitality, relationships with the media, and second jobs) have been updated and circulated throughout the force via email and the intranet.
 - The force removed access to social media sites from work computers and has recently produced a policy on how police officers and staff should behave on social networking sites.
 - The Finance Department manages the use of all corporate credit and procurement cards and refers regular management information and any suspicious spending to the PSD.
 - City of London Police has a small Counter Corruption Unit which takes a more proactive approach to tackling corruption.

- 5.4 Since the inspection, Members may wish to note that the number of Corporate Credit Cards that were issued to CoLP staff has been reduced by 30%. In addition, the Commissioner has recently made a commitment to produce an overarching Integrity statement and strategy to be developed which will bring together a number of existing policies together that deal with issues of counter corruption, procurement and hospitality. This will be brought back to Police Committee later in the year for their information.
- 5.5 Responsibility for Integrity sits with the Assistant Commissioner who is the Force lead for Professional Standards and maintains oversight and governance of the work carried out in this area. The Chief Inspector from Professional Standards chairs the Professional Standards Directorate Working Group which has responsibility for progressing HMIC recommendations. The PSD Working Group reports regularly to Organisational Learning Forum, chaired by the Assistant Commissioner, and the PSD Police Sub-Committee. The Integrity Action Plan had seventy one actions, 6 currently remain outstanding. The outstanding recommendations have target dates and will be completed in the near future.

Conclusion

- 6.0. This report identifies the progress made on the three HMIC inspections conducted during this reporting period (2012/13). Clear progress has been made in adopting the recommendations identified and strategic governance continues to drive completion of the remaining outstanding actions, where feasible.

Background Papers:

HMIC-ASB-A Step in the Right Direction POL 46/12
HMIC-Integrity Re-Inspection POL 66/12
HMIC- Custody POL 79/12

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Appendix A

NOT PROTECTIVELY MARKED**OUTSTANDING ACTIONS FROM HMIC INSPECTIONS****CUSTODY****28 Actions Completed****9 Amber Actions**

HMIC Recommendation	Action taken	Commentary	Status/ Completion date	Action Owner
Arrangements in booking-in areas should allow for private communication between detainees and staff.	Custody manager to bring this to the attention of the General Services Director	General Services Director and City Surveyors investigating solution. Could involve considerable financial commitment. City Surveyors state insufficient room in existing facility to construct such an area. This action has been acknowledged as being an issue to be addressed as part of the proposed accommodation project	2015 as part of accommodation project	General Services Manager
There should be designated adapted cells that have a lowered call bell.	To be discussed with the General Services Director	Call bell will incur considerable cost as system buried in wall. Disabled detainees are either put on close observations or more frequent visits. This action has been acknowledged as being an issue to be addressed as part of the proposed accommodation project	2015 as part of accommodation project	Head Uniform Operations
All cells should be clean and free of graffiti	Decision to be made on investment in facilities at Snow Hill	All graffiti is removed at Bishopsagte. In relation to Snow	June 2013	Custody Manager

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		Hill once a decision has been made concerning the operational status of the facility this action will be completed.		
Suitable facilities should be provided for detainees to have exercise in the open air.	Custody manager to bring this to the attention of the General Services Director	There are no exercise facilities at either custody suites.. Will not be addressed due to the significant cost for restructuring current facilities. This action has been acknowledged as being an issue to be addressed as part of the proposed accommodation project	2015 as part of accommodation project	General Services Manager
The City of London Police should engage with the local authority to ensure the provision of safe beds for juveniles who have been charged but cannot be bailed to appear in court	Custody manager to contact local authority to establish local protocol	Custody manager has contacted LBTH who have responsibility for providing Youth Offender facilities for the City of London. MOU is being sought around provision of juvenile facilities.	July 2013	Custody Manager
All clinical rooms should be fit for purpose and meet infection control guidelines.	Custody manager to monitor progress of NHS Commissioning. Improvement action plan to be discussed with General Services Director	NHS have completed review of medical rooms 17/09/12. Draft action plan for improvement has been received. The custody manager is presently addressing this improvement plan.	June 2013	Custody Manager
There should be a mental health liaison and/or diversion	Mental health liaison and diversion scheme to be developed and integrated	Our NHS commissioner is aware of the issues; he has also taken on	July 2013	Custody Manager

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<p>scheme to enable detainees with mental health problems to be identified and diverted in to appropriate mental health services as required.</p>	<p>into custody procedures.</p>	<p>the portfolio for offender health pan London and is best placed to provide subject matter guidance. This action has interdependencies with s.136 and the Hackney PCT. Next partnership board is in April.13 where issue will be discussed</p>		
<p>City of London police should review the staffing arrangements for sergeants undertaking the custody role to ensure consistency and continuity in the custody manager role and consistency of line management for police staff gaolers.</p>	<p>C/I Operations to review staffing arrangements for sergeants undertaking the custody role.</p>	<p>Role of custody manager to move to CI Operations. All Sgts to be trained to cover role and will continue to report to groups Inspector as will gaolers. Head of uniform operations will audit the process June 13</p>	<p>June 2013</p>	<p>Head Uniform Operations</p>
<p>Use of the dedicated custody web page should be developed to provide a central repository to enable staff to access information.</p>	<p>Custody manager to look at redesign of dedicated intranet repository</p>	<p>Request made to IT for provision of central repository to enable staff access to information. Custody manager discussing process with Corporate communications</p>	<p>May 2013</p>	<p>Custody Manager</p>

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ASB

13 Actions Completed

1 Amber Action

HMIC Recommendation	Action taken	Commentary	Status/ Completion Date	Action Owner
Lower priority ASB is managed on Sharepoint making it problematic in identifying crimes, which may be linked to ASB for a wider assessment of performance.	An Enquiry Log has been developed as part of UNIFI.(Crime Recording System)	Enquiry log will enable all ASB reports to be recorded in one place on a single system. A meeting has taken place and has developed working practices and a system of recording. This will be launched in May 2013	May 2013	Head of Community Policing

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Appendix A

NOT PROTECTIVELY MARKED**INTEGRITY****65 Actions Completed****6 Amber Actions**

Self Assessment Question	Action taken	Commentary	Status/ Completion Date	
Have assessments been made of risks, threats and vulnerabilities in relation to police leaks to the media and others?	HoPSD to ensure risk and threats are fully taken into account in next PSD strategic assessment.	This will be included within the Corporate Communications departmental risk register as an ongoing monitored risk.	May 2013	Head of PSD/Corp Comms
Is media training delivered at the appropriate level and include integrity and relationship management	Head of Corp Comms and Head of PSD are currently reviewing media training	Training being developed around managing relationships, risks and disciplinary outcomes	June 2013	Head of PSD/Corp Comms
Does the organisation have appropriate capacity and capability to effectively monitor and audit all its information systems, and practice an evidenced risk-based approach?	Ongoing project to identify and install appropriate monitoring software. it was agreed the Force would engage consultants to assist it to identify 'information asset' owners.	Contract awarded to an approved software provider and systems have been put in place to process the audit as business as usual	August 2013	Senior Information Risk Owner

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Self Assessment Question	Action taken	Commentary	Status/ Completion Date	
		The new researcher in Counter Corruption Unit will address this issue when appointed. Candidate selected awaiting vetting		
Are the links made within the policy to other integrity areas, i.e. procurement, estates, sponsorship, media, business interests?	No each area is separately subject of SOP under PSD policy/media policy and facilities management policies. SOP'S should be linked where necessary.	All policies to be hyperlinked once reviewed.	June 2013	Head of PSD
Is there evidence of proactively in relation to secondary employment (approved and refused applications)?	There is evidence of intervention where issues are brought to PSD'S attention; however there is currently no proactive or covert monitoring.	The new researcher in Counter Corruption Unit will address this issue when appointed. Candidate selected awaiting vetting.	August 2013	Head of PSD
Is there sufficient covert auditing capability within the anti-corruption unit and is this supported by adequate IT?	HoPSD to ensure all force systems can be accessed covertly by CCU.	PSD do not have access to all CoLP covert IT systems and therefore an audit or dip-sample is not possible.	August 2013	Head of PSD

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Self Assessment Question	Action taken	Commentary	Status/ Completion Date	
		<p>A paper will be submitted to ACPO to identify Force Systems currently inaccessible to CCU in terms of covert monitoring capability.</p> <p>The new researcher in Counter Corruption Unit will address this issue when appointed. Candidate selected awaiting vetting</p>		

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Agenda Item 7

Committee(s):	Date:
Police Performance and Resources Sub-Committee	30 th May 2013
Subject: Internal Audit Update Report	Public
Report of: Chamberlain	For Information
Summary <p>This report is the latest six monthly report to your sub-committee and includes details of internal audit reviews undertaken in the financial year ended 31st March 2013 (Appendix 1) and planned internal audit work for the year ending 31st March 2014 (Appendix 2) which was approved by the Audit and Risk management Committee in February 2013.. The indicative five year internal audit plan for the 2013/18 is included as (Appendix 3).</p> <p>Due to a number of reasons including staff turnover, re-prioritisation of audit work and changes in City Police strategy and processes, a number of reviews scheduled for 2012/13 have been either deleted from the plan, or re-scheduled for completion in 2013/14. In order to maintain the same level of audit coverage, where it has been agreed with the Commissioner to delete reviews, additional areas have replaced these reviews.</p> Recommendation <p>Members are asked to note the work that internal audit have undertaken, the plans for the current year and offer any observations on the work to be done.</p>	

Main Report

Background

1. The previous update report presented to your sub-committee in September 2012 included details of the outcome of those internal audit reviews finalised during the period 1st April 2012 to 30th September 2012. This report includes a summary of the status of these reviews (Appendix 1). It also includes a schedule of work to be undertaken by Internal Audit within the current financial year 2013/14 (Appendix 2). The Internal Audit Plan for 2013/14 was approved by the Audit and Risk Management Committee in March 2013. The indicative five year internal audit plan for the 2013/18 is included as (Appendix 3).

Completion of 2012/13 Internal Audit Plan

2. There were a number of challenges faced by the Internal Audit section in 2012/13 in relation to the work undertaken reviewing the City Police's activities. These included the following:
 - Resignation of a senior auditor which reduced the resources available to progress the City of London Police work
 - Requirement to allocate internal audit resources to higher priority unplanned special investigation work in City departments.
 - cancellation of some work because of changes in the City Police strategy for some activities
 - a major change in the processing of orders and payments resulting from the City's creation of the City of London Procurement Service (CLPS)

3. Table One below includes an analysis of the planned work 2012/13 together with the number of planned days completed, days used on other Internal Audit projects and how the balance of days remaining will be used to complete work carried forward from 2012/13, or revised work to replace cancelled reviews. A detailed analysis of the 2012/13 Internal Audit Plan progress status is included in Appendix 1 of this report.

Table One: Analysis of 2012/13 planned City Police Internal Audit Reviews

Project	Comments	Days	Balance of Days Remaining
ICT Service Support Contracts	This review was initially deferred until April 2013 awaiting the outcome of discussion on the signing of the East Coast Information Services ECIS contract for ICT services. It is now understood that the contract is not going to be pursued and other sourcing arrangements are being explored.	10	10
Police Supplies and Services	Due to the creation of the CLPS and the impact on the way in which the City Police process suppliers' payments, this review was cancelled from the plan.	20	20
Police Fleet Management VFM	This project was allocated to a Senior Auditor who has now left employment	10	10

	with the City's Internal Audit Section. Resources have been re-allocated to undertake this review in Qt1 2013/14		
Value for Money Initiatives	Budget Used for City First project review completed in June 2012.	5	-
Police Compensation Claims	Started in 2012 and will be completed by 30 th June 2013	20	15
Spot check reviews	Four reviews – three deferred until 2013/14	15	12
Balance days remaining			67
Days used for:			
Special Investigations	Other City departments	7	
City First Project review	Commissioner request	5	
CoLP Standing Order Compliance	Commissioner request	3	
2012/13 projects c/fwd for completion 2013/13:			
Police Compensation Claims	Completion date:30/6/13	15	
Fleet Management VFM	Completion date 30/6/13	10	
Spot check reviews	Completion date 30/6/13	12	
Audit plan revisions:			
City First Project Outcomes	Commissioner request	5	
Project Office	Commissioner request	10	
Assurance Mapping Exercise	Corporate initiative		
Total Days Allocated			67

4. The Assistant Commissioner and Director of Corporate Resources have been consulted on the focus of the audit work for the City of London Police in including the utilisation of the days brought forward from the 2012/13 plan. It has been agreed that the following additional reviews have been added to the plan as a result of this consultation.

City First Project Outcomes (5 days)

The City First Project was completed in March 2013 and the subsequent restructure of the Force is now being implemented. This review will look at the lessons learnt from the project and provide assurance on the progress made in implementing the agreed review proposals.

Project Office (10 days)

The City Police Projects Office provides the administration for the Force's capital works programme. This review will examine the processes being followed and the relationship between the Force's activities and those of the Chamberlain's capital programme monitoring arrangements.

Assurance Mapping (5 days)

In an environment of scare and limited resources a series of reviews across the City have been planned which will look at how risks to the achievement of strategic and operational objectives, processes and systems are mitigated. This review will identify what respective roles management governance and assurance, third party review processes (e.g. HMIC Police Inspectorate), and Internal Audit plan coverage play in the governance of these activities. Any areas of potential weakness will be identified which will inform subsequent Internal Audit assurance planning and resource allocation.

Internal Audit Plan 2013/14

5. In addition to the reviews illustrated in paragraph 4 above, the 2013/14 Internal Audit Plan (Appendix 2) includes two full reviews which are as follows:

Third Party Payments (15days)

The City Police procure a range of services from external organisations in support of their operations; this expenditure includes consultancy work. This review will include an analysis of the categories of payments and determine compliance with the City's Financial Regulations. It will also examine budgetary control and establish the justification for making expenditure of this nature.

Fees and Charges (20 days)

The City Police generates income for operational and advisory activities where legislative powers to do so exist. This review will examine the processes, controls and security related to the collection, recording and banking of income. It will also consider the activity of the Force in seeking new income streams.




The City Police Internal Audit 5 year plan 2013/18

6. The overall City of London Internal Audit plan was approved by the Audit & Risk Committee on 8th March 2013. The work relating to the City of London Police, as with all aspects of our work, is prepared on a risk basis and in consultation with the Commissioner; it provides internal audit coverage of the City Police's main administrative and financial activities. In addition to the one year internal audit plan, a 5 year audit programme is maintained and updated. The City Police utilises corporate systems for financial management information (CBIS) and payroll payments (iTrent). These and other corporate systems, including the revised procurement processes introduced with the City of London Procurement Service, are subject to further Internal Audit review work in addition to the City Police's Internal Audit Plan. Full details of the 2013/18 plan are included within Appendix 3 of this report.

Implementation of Audit Recommendations

7. The following table summarises the position with respect to the implementation of the recommendations following the audit of the City Police Clothing Store.

City Police Clothing Store

RAG Rating	Recommendations	Implemented	Partially Implemented	Outstanding
	0	0	0	0
	0	0	0	0
	9	5	1	2
Total	9	5	1	3

Recommendation 1 – Independent stock takes

Target date: 6 June 2012

Present status: Partially implemented

Periodic mid-year stock takes have not been conducted in 2012, with the exception of a sample-based check undertaken by the General Services Director in October 2012. It is appreciated that demands on resourcing (including the recruitment freeze, Diamond Jubilee, Olympics and the introduction of a standard set of uniform) have affected the implementation of this recommendation. In order to ensure independent checks are conducted, a full stock was conducted in April 2013 (please refer to recommendation 8).

Recommendation 6 – Written procedures

Target date: August 2012

Present status: Not implemented

Written procedures have not been created for the key processes in the stores. It is understood that the upcoming externalisation of the service would reduce the benefit of introducing written procedures.

Recommendation 8 – Independent valuations

Target date: May 2012 onwards

Present status: Not implemented

It was recommended that the use of an external stocktaker should be terminated in order to save approximately £6,000 per year; independence would be assured by presence of Internal Audit at the year end stock take following a number of mid-year sample-based reconciliations. As a result of the store being unable to conduct rolling stock takes during the year the requirement for a full external valuation remained for April 2013.

Conclusion

8. As a result of the challenges faces in delivering the full audit coverage for the City of London Police in 2012/13, additional resources will be deployed during 2013/14 to ensure that the reviews that were postponed can be completed and that there is comprehensive coverage in 2013/14.

Background Papers

Appendix 1 Internal Audit Plan Status Report 2012/13

Appendix 2 Internal Audit Plan Status Report 2013/14

Appendix 3 Internal Audit 5 year audit plan 2013/18

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Schedule of Internal Audit Projects 2012/13

Appendix 1

Full Reviews				Recommendations			
Project	Planned Days	Planned Completion Date	Current Stage	Total Red	Total Amber	Total Green	Total
<p>POLICE ICT SERVICE SUPPORT CONTRACTS</p> <p>The Force operate a variety of ICT service contracts to support the City's policing arrangements. Controls over the procurement of ICT support contracts will be examined.</p>	10	30 th September 2012	Cancelled	-	-	-	-
<p>POLICE SUPPLIES AND SERVICES</p> <p>The City Police requires a wide range of items to support delivery of its policing plan. This review will examine the control of the procurement, payment and asset management aspects will be examined.</p>	20	31 st December 2012	Cancelled	-	-	-	-
<p>POLICE FLEET MANAGEMENT VFM</p> <p>The City Police Force operates a diverse fleet of vehicles to enable a responsive policing presence within the square mile and beyond. Arrangements for the procurement, maintenance and usage of vehicles will be examined, including potential efficiency savings.</p>	10	31 st July 2013	Planning	-	-	-	-

Full Reviews				Recommendations			
Project	Planned Days	Planned Completion Date	Current Stage	Total Red	Total Amber	Total Green	Total
<p>VALUE FOR MONEY INTIATIVES</p> <p>In the current economic climate, City departments need to continuously identify expenditure savings and income generation opportunities. This review will examine on-going efficiency savings against proposals introduced by the Commissioner.</p>	5	30 th June 2012	Final Report Issued	0	0	0	0
<p>POLICE COMPENSATION CLAIMS</p> <p>During the course of police operations there are inevitable incidents where innocent parties are inadvertently affected by police activity. The management of claims made against the Police including arrangements to mitigate the risk of claims being made will be examined.</p>	20	31 st July 2013	Fieldwork	-	-	-	-
Spot Check Reviews							
Petty Cash	3	30 th June 2013	Planning	-	-	-	-
Cash Income	3	30 th June 2012	Management Letter issued	0	0	4	4
Property & Front Offices (All Police Stations)	4	30 th May 2013	Fieldwork completed	-	-	-	-
Police Officers' Allowances & Ad Hoc Payments	5	30 th June 2013	Fieldwork	-	-	-	-

Follow-up reviews										
Project	Follow-up Date	Recommendations Made				Recommendations Implemented				
		Red	Amber	Green	Total	Red	Amber	Green	Total	Outstanding
Police Clothing Store	18 th December 2012	0	0	9	9	-	-	5	4	-
Cash Income	26 th April 2013	0	0	4	4	0	0	4	4	-

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Schedule of Internal Audit Projects 2013/14

Full Reviews				Recommendations			
Project	Planned Days	Planned Completion Date	Current Stage	Total Red	Total Amber	Total Green	Total
<p>THIRD PARTY PAYMENTS</p> <p>The City Police procure a range of services from external organisations in support of their operations; this expenditure includes consultancy work. This review will include an analysis of the categories of payments and determine compliance with the City's Financial Regulations. It will also examine budgetary control and establish the justification for making expenditure of this nature.</p>	15	30 th September 2013	Not started	-	-	-	-
<p>FEES AND CHARGES</p> <p>The City Police generates income for operational and advisory activities where legislative powers to do so exist. This review will examine the processes, controls and security related to the collection, recording and banking of income. It will also consider the activity of the Force in seeking new income streams.</p>	20	31 st March 2014	Not started	-	-	-	-

Full Reviews				Recommendations			
Project	Planned Days	Planned Completion Date	Current Stage	Total Red	Total Amber	Total Green	Total
<p>CITY FIRST PROJECT</p> <p>The major review of the Force was completed in March 2013. A internal audit review of the on-going project work was undertaken during 2012/13. This review will look at the outcomes of the City First Project, including lessons learned and initial compliance to the revised Force structure as this is bedded in.</p>	5	30 th June 2013	Fieldwork	-	-	-	-
<p>POLICE PROJECT OFFICE</p> <p>This review has been requested by Assistant Commissioner Ian Dyson to examine the work of the Project Office, its processes, compliance with relevant City regulations, and how the office's activities interface with the City Corporations overall capital works programme.</p>	10	30 th June 2013	Fieldwork				

Full Reviews				Recommendations			
Project	Planned Days	Planned Completion Date	Current Stage	Total Red	Total Amber	Total Green	Total
<p>ASSURANCE MAPPING EXERCISE</p> <p>In order to provide Members with details of how the risks City's departments face are mitigated and to identify areas where limited resources internal audit resources need to be targeted, a programme of assurance mapping exercises will be undertaken.</p>	5	30 th June 2013	Fieldwork				
Spot Check Reviews							
Procurement Processes	5	30 th June 2013	Fieldwork	-	-	-	-
BVPIs and LBVPIs - CSA	3	30 th September 2013	Not started	-	-	-	-
Police Officers' Travel Expenses	5	30 th June 2013	Fieldwork	-	-	-	-
Police Officers' Recruitment	8	30 th June 2013	Fieldwork	-	-	-	-
Seized Goods	5	31 st March 2014	Not started				

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City of London Police - Internal Audit 5 year plan 2013 to 2018

	DATE OF	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	COVERAGE
AUDIT	LAST	2013/14	2014/15	2015/16	2016/17	2017/18	IN
	AUDIT						FIVE
							YEARS
POLICE							
DEPARTMENTAL GOVERNANCE AND FIN.MAN (INC BUD CONTROL) PART CSA	2010.07	0	0	25	0	0	25
POLICE ICT SERVICE SUPPORT CONTRACTS	NEW	0	0	0	0	10	10
POLICE SUPPLIES AND SERVICES	2007.01	0	0	0	0	20	20
POLICE PREMISES RELATED EXPENDITURE	2010.12	0	0	0	20	0	20
POLICE USE OF THIRD PARTY PAYMENTS (INC CONSULTANTS)	2007.11	15	0	0	0	0	20
POLICE FLEET MANAGEMENT VFM	2007.05	0	0	0	0	10	10
POLICE FEES & CHARGES (inc income maximisation and debt management)	2006.03	20	0	0	0	0	20
POLICE BUSINESS CONTINUITY PLANNING	2011.11	0	0	0	15	0	15
POLICE CLOTHING STORE (INCL. COMP. SYSTEM)	2007.01	0	0	0	5	0	5
POLICE BANK ACCOUNTS	2010.10	0	0	10	0	0	10
POLICE GOVT GRANTS, OTHER GRANTS & REIMBURSEMENTS (incl CJU)	2010.10	0	0	10	0	0	10
POLICE BERNARD MORGAN HOUSE VFM	2010.08	0	15	0	0	0	15
POLICE OVERTIME	NEW	0	20	0	0	0	20
POLICE COMPENSATION CLAIMS	2006.10	0	0	0	0	20	20
POLICE CITY FIRST PROJECT - OUTCOMES (YR 1 ONLY)	NEW	5	5	8	6	5	29
POLICE PROJECT OFFICE	REQUEST	10	0	0	0	0	5
POLICE ASSURANCE MAPPING EXERCISE	NEW	5	0	0	0	0	5
BROUGHT FORWARD FROM 2012/13							
POLICE FLEET MANAGEMENT VFM	2007.12	10	0	0	0	0	10
POLICE COMPENSATION CLAIMS	2006.10	15	0	0	0	0	15
SUB TOTAL		80	40	53	46	65	284

	DATE OF	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	COVERAGE
AUDIT	LAST	2013/14	2014/15	2015/16	2016/17	2017/18	IN
	AUDIT						FIVE
							YEARS
SPOTCHECKS							
PETTY CASH		0	3	0	0	3	6
CASH INCOME (incl. Unofficial funds at Snowhill, Accommodation etc)		0	3	0	0	3	6
PROPERTY & FRONT OFFICES (ECD - 7, CP4 - 21 and CP6 - 21)		4	4	4	4	4	20
PROCUREMENT PROCESS INC CREDITOR DEPTH TESTS		5	0	5	0	0	10
INFORMANTS FUND		0	10	0	10	0	20
POLICE BANK ACCOUNTS		0	5	0	5	0	10
BVPIs and LBVPIs - CSA		3	0	3	0	0	6
TRAVEL EXPENSES		5	0	5	0	0	10
PRE EMPLOYMENT SCREENING		5	0	0	5	0	10
RECRUITMENT - CSA		3	0	0	0	0	3
USE OF PROCUREMENT CARDS - CSA		10	0	10	0	0	20
POLICE OFFICERS PENSIONS		0	10	0	10	0	20
POLICE OFFICERS ALLOWANCES AND AD HOC PAYMENTS		5	5	0	5	5	20
INTERPRETERS FEES		0	5	0	0	5	10
POLICE SEIZED GOODS		5	0	5	0	0	10
FOLLOW-UPS							
POLICE FOLLOW-UP CONTINGENCY		0	5	5	5	5	20
TOTAL		125	90	90	90	90	485

Agenda Item 8

Committee(s): Police Performance and Resource Management Sub Committee	Date: 30 th May 2013
Subject: HMIC Value for Money (VFM) profiles 2012-update	Public
Report of: Commissioner of Police POL 24/13	For Information
<u>Summary</u>	
<p>On 8th February 2013 Police Performance and Resource Management Sub Committee received a report of the Commissioner on the most recent version of the HMIC's VFM Profiles 2012.</p> <p>The presentation by the Director of Corporate Services highlighted that the City of London Police was an 'outlier' in the Profiles as a consequence of a combination of factors. As a result Members asked for further work to be completed on justifying the Force's uniqueness and explaining why the City of London Police was showing such a high cost in a number of areas, particularly in terms of support service functions. Specific areas were identified where further analysis was required which included: Police staff costs per head of population; Support functions cost per head of population; Administrative Support; Human Resources and Professional Standards.</p> <p>This report outlines the further work carried out together with a further rationale for the costs in the areas requested by your Sub Committee.</p> <p>Recommendations</p> <p>It is recommended that this report be received and its contents noted.</p>	

Main Report

Background

1. On 8th February 2013, Police Performance and Resource Management Sub Committee received a report of the Commissioner on the most recent version of the HMIC's VfM Profiles. The presentation by the Director of Corporate Services highlighted that the City of London Police was an 'outlier' in the Profiles as a consequence of a combination of factors.
2. As a result Members asked for more work to be done on justifying the Force's uniqueness and on explaining why the City of London Police was such a high spender in many areas, particularly in terms of support service functions. Members requested reassurance through comparative information with other organisations that value for money was being delivered.
3. Members also requested further analysis about the following profiled costs:

Police staff costs per head of population.

Support functions cost per head of population

Administrative Support

Human Resources

Professional Standards

Current Position

4. In relation to comparative analysis, further advice was sought from HMIC in regard to benchmarking against similar forces but they were unable to assist as they do not make a "most similar Force" comparison for the City of London. In an attempt to make some meaningful comparison, data was obtained from the City of London Corporation around two of these support services (IT and HR), as these two areas are more easily defined than some of the other support functions.
5. When calculated using the HMIC per head of population figure for 2012, which is 308,000, it can be clearly seen that the costs for the City of London Corporation are considerably greater than the City of London Police in these two areas. It should be noted, however, that the IT functions carried out by the Corporation vary significantly from those carried out by

the police, and that these comparisons do not take account of the different numbers of staff in the two organisations.

6. However, these figures must be taken in the context of the basic cost of providing a service. There is a minimum number of staff required to deliver services and the use of the arbitrary HMIC figure does not take this into account. Once the additional London staff costs are factored in the Force and the Corporation will always be “outliers” in any national comparison. These additional staff costs are expanded on below.
7. The main factor that must be taken into account in these specific costs, and more generally in the overall support staff/function costs, is additional London based staff costs. In relation to support staff costs, from 1 July 2012 £5,080 London Weighting is added to each staff member’s salary. The sum for police for officers recruited post 1994 is £4,338 and pre 1994 is in the region of £8,000 as these officers also receive housing or rent allowance. In addition some of these officers receive a compensatory grant of around £3,000 .These costs average out to £6,615 for each officer. These additional staff costs make a London based staff member in excess of 20% more expensive than their non metropolitan equivalents. Although the Metropolitan Police Service has these costs it is not a useful comparator, as their VfM profile is based on a population of over seven million.
8. In addition to staff costs, the overall support functions cost include £1.1 million per annum for the ATOC London rail travel agreement. Yet again these costs would not apply to forces outside of London. The inclusion of these costs into the overall Administrative Costs figures again assists in understanding why the Force’s costs per head are higher than other forces.
9. Further analysis was requested to explain costs in the following areas:
 - Police staff costs per head of population-The VfM profile for 2012 had the Force ranking as 2nd most expensive nationally, which had moved from 13th in 2010/2011
 - Support functions cost per head of population- The Force’s VfM profile for 2012 had the ranking as most expensive nationally excluding training which was ranked 2nd .
 - Administrative Support - The VfM profile for 2012 had the cost for the City of London Police as £11.60 per head of population compared to a national average of £2.60.

- Human Resources- The VfM profile for 2012 had the ranking as the most expensive nationally, which had moved from 5th in 2010/2011.
 - Professional Standards- The VfM profile for 2012 had the ranking as the most expensive nationally which had moved from 7th in 2010.
10. As previously reported, the costs detailed in paragraphs six and seven are the main reason for the City of London Police's rank positions. Another factor that must be taken into account is the impact that the Government's Comprehensive Spending Review had on police forces. It effectively reduced the overall national police budget, which was mitigated by many forces simply implementing severe cuts, particularly in support service functions. Consultation with the South East Regional lead for Professional Standards for example revealed that all forces have cut staff within their Professional Standards departments whereas the City of London Police was alone in taking the decision to maintain staffing levels. There is a minimum number of staff required to deliver this function, which includes Counter Corruption, Overt Investigation, Staff Vetting, Business Interests and Civil Claims. This minimum numbers requirement is reflected across many of the support functions.

Consultation and joint working

11. As a result of the original submission to your Sub Committee on the 8th February, a meeting was convened and further analysis of the HMIC VfM Profiles 2012 report was undertaken in consultation with the City of London Corporation's Town Clerk's Department (Performance) and Chamberlain's Department.

Mitigations

12. Members may also wish to note that the Force is already audited in a number of ways by the City of London Corporation's Internal Audit and through external auditors also. In addition, Alderman Ian Luder was the Lead Member on the City First Change Programme and provided challenge and scrutiny in a number of areas regarding the cost of staffing and functions. In addition, the City First methodology included a zero based 'bottom up' approach, which enabled the force to validate the minimum staffing requirement of its functions based on demand.
13. The Commissioner would welcome the opportunity of working with the relevant City of London Corporation Departments, as directed by your Sub Committee, to identify more relevant comparators with the aim of

developing a more valid means of benchmarking CoLP's costs in the future.

Conclusion

14. The further analysis and comparisons carried out on the Value for Money 2012 profile highlights again the unique nature of the cost of providing policing services in the City of London. The high cost of services and salaries allied to a small per head of population figure will always position the Force as an outlier in comparison with forces nationally. The comparison with the City of London Corporation reinforces this point. That comparison, whilst limited to only two areas, should also reassure Members that the Force does provide good value for money.
15. The City First Change Programme reduced the overall cost of policing the City of London and this reduction was borne across many of the functional areas. The budget position for the coming year and for 2014-15 shows the Force is in a much stronger position to sustain the current policing model within the current budget constraints. The programme of continuous improvement that is proposed under City Futures will continue to explore and drive efficiency in all areas of service delivery. With an ever increasing demand on our services in a tight financial environment, efficiency and value for money are fundamental to the decision making processes of the City of London Police particularly where it relates to service provision, and this will continue to be the case.

Background Papers:

Previous Committee Report - HMIC Value for Money 2012 POL 08/13
HMIC Value For Money Profiles

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