



Performance and Resource Management Sub (Police) Committee

Date: MONDAY, 9 SEPTEMBER 2013
Time: 11.30 am
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members: Deputy Douglas Barrow (Chairman)
Alderman Alison Gowman
Deputy Keith Knowles
Alderman Ian Luder
Kenneth Ludlam
Don Randall

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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 TO BE CONSIDERED AT THIS MEETING**
3. **PUBLIC MINUTES**
To agree the public minutes and summary of the meeting held on Thursday 30 May 2013.

For Decision
(Pages 1 - 6)
4. **FIRST QUARTER PERFORMANCE AGAINST THE TARGETS IN THE POLICING PLAN**
Report of the Commissioner of Police (copy attached).

For Decision
(Pages 7 - 14)
5. **INTERNAL REVIEW OF DATA QUALITY**
Report of the Commissioner of Police (copy attached).

For Decision
(Pages 15 - 18)
6. **HMIC VALUING THE POLICE 3 INSPECTION OUTCOME**
Report of the Commissioner of Police (copy attached).

For Decision
(Pages 19 - 26)
7. **HMIC RECOMMENDATIONS 2012/2013- UPDATE**
Report of the Commissioner of Police (copy attached).

For Information
(Pages 27 - 32)
8. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
9. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
10. **EXCLUSION OF THE PUBLIC**
MOTION - That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

Part 2 - Non-Public Agenda

11. **NON-PUBLIC APPENDIX - FIRST QUARTER PERFORMANCE AGAINST THE TARGETS IN THE POLICING PLAN**
For Decision
(Pages 33 - 76)
12. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
13. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB-COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

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Agenda Item 3

PERFORMANCE AND RESOURCE MANAGEMENT SUB (POLICE) COMMITTEE Thursday, 30 May 2013

Minutes of the meeting of the Performance and Resource Management Sub (Police) Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 30 May 2013 at 12.30 pm

Present

Members:

Deputy Douglas Barrow (Chairman)
Alderman Alison Gowman
Deputy Keith Knowles
Kenneth Ludlam

In attendance:

Deputy Henry Pollard

Officers:

| | |
|-----------------|---|
| Alex Orme | - Town Clerk's Department |
| Xanthe Couture | - Town Clerk's Department |
| Neil Davies | - Head of Corporate Performance and Development |
| Paul Nagle | - Head of Audit and Risk Management, Chamberlain's Department |
| Ian Dyson | - Assistant Commissioner |
| Eric Nisbett | - Director of Corporate Services |
| Hayley Williams | - Chief of Staff |

1. APOLOGIES

Apologies were received from Don Randall and Alderman Luder.

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

There were no declarations received.

3. MINUTES

RESOLVED – That the public minutes and the summary of the meeting held on 8 February 2013 be approved.

4. PERFORMANCE AGAINST POLICING PLAN TARGETS (APRIL 2012 TO MARCH 2013)

The Sub-Committee received a report of the Commissioner summarising the performance against the Policing Plan 2012-15 for the period between April 2012 and March 2013.

The Chairman stated that the Force's performance in the 2012-13 financial year had been a successful one – with all 18 policing plan targets achieved. While crime reduction continued to be a challenge, the target was still met. It was

discussed that with the implementation of City First Change Programme there were still some changes that will take time to be fully implemented.

The Assistant Commissioner stated that the City of London Police (CoLP) would remain focused on the target of a 95% response rate to 999 calls within 12 minutes (97.4% response rate achieved). In response to a Member's query, the Assistant Commissioner stated he would obtain the average call response time and stated he would consider analysing the call response time between the MET switchboard and the CoLP to improve response times, for next year's Policing Plan.

The Force were continuing work to reduce the levels of victim based violent crime and in 2012-13 we have seen a reduction compared to 2011-12, but this is slightly above the three year average. The Chairman requested that all future performance reports should provide 3 years of data for each indicator to enable Members to look at trends and patterns.

An increase in victim based theft from April 2012 was also a concern raised by Members, particularly with regard to instances of non-dwelling burglaries which had increased by 26.1%. In response to this rise it was explained the CoLP had deployed dedicated detectives and the number of non-dwelling burglaries should begin to decline. Historically, non-dwelling burglaries had occurred in multiple occupant spaces which affected more than one business.

Members went through Appendix A of the item and made a number of comments:

Dedicated Ring of Steel patrols - the Chairman expressed concern over a checkpoint at the northern gate of the City that seemed to be unmanned and rundown. The Assistant Commissioner advised that he would investigate the checkpoint but that these were not always staffed because officers were deployed based on risk and threat.

A member asked how many officers were currently deployed in the City at the moment and the Assistant Commissioner estimated the number at around 15 to 20 officers.

Major Events - Olympic & Paralympic Games iModus survey 2012 - Members were informed that although the response rate was low, this was considered credible by survey provider, iModus.

Community engagement - the Assistant Commissioner agreed that the Force needs to maintain or even improve the current satisfaction rates for victim of crimes and there is a plan to set a higher performance target for 2014-15.

Reduce collisions resulting in injury - a Member advised that the road safety data source would be reviewed for next year as City of London data would be used as opposed to Transport for London data, which is currently collated and compiled for the calendar end rather than the end of the financial year.

The Chairman stated that the Force needs to be mindful of anti-social behaviour (ASB) and raised resident concerns about noise from clubs and licensed premises. The Chairman reminded the Force of their pledge in the policing plan 2013-14 that states “the Force will with our partners in the Safer City Partnership tackle anti-social behaviour by using all tools and powers available to us”

The Chairman stated that the Force must continue to ensure that the policing plan targets are both stretching and challenging and help drive Force improvement. The Assistant Commissioner explained that with the loss of additional police officers in the coming year, any target will be a challenging target to achieve. With police officer reductions, there may be some impact on services and these will have to be taken into account.

RECEIVED.

5. HUMAN RESOURCES - MONITORING INFORMATION (APRIL 2012 TO MARCH 2013)

The Sub-Committee considered a report of the Commissioner setting out the Force’s Human Resources monitoring data from the period 1st April 2012 to 31st March 2013.

The Chairman suggested that the proposed future appointments will provide the Force with an opportunity to make the workforce more representative of its community.

The Chairman stated that the contextual commentary giving the reasons for high sickness levels for support staff was very helpful. The Chairman asked that more comparative information be provided in future HR monitoring reports, for example, grievance levels and sickness levels.

The Director of Corporate Services intimated that Members may have a concern over sickness management, and the number of sick days taken by support staff. The average working days lost are 7.5 days for staff and 5.4 days for officers. He explained that the Force will be undertaking a review of how it managed sickness absence and developing an action plan. In addition, sickness policies would be reviewed with the support of the Corporation’s HR Department and an escalation process will be instituted for more difficult cases. The Force will be writing to those on long term sickness to offer help and support.

RECEIVED.

6. HMIC INSPECTION RECOMMENDATIONS - FORCE PROGRESS REPORT

The Sub-Committee received a report of the Commissioner updating Members on the CoLP response to HMIC inspection reports for the 2012/13 financial year.

It was agreed that the report was a useful progress update on the CoLP response to the recommendations of the three separate 2012/13 HMIC inspections. The Assistant Commissioner explained that the CoLP had produced actions plans in relation to Anti-Social Behaviour, Custody and Integrity and that the delivery of these actions is robustly monitored by the relevant Directorate Head.

Members and officers agreed that the HMIC Inspections Update was an important item that brought together all the outstanding actions from each of the HMIC inspection reports. It was decided that a further HMIC Inspection Progress Report be produced as an item at the next meeting of the Sub-Committee, as many of the outstanding actions detailed in the plan would have been achieved.

RESOLVED – That an update report of the CoLP’s completion of HMIC Inspections recommendations be produced for the next meeting of the Sub-Committee.

7. INTERNAL AUDIT UPDATE REPORT

The Sub-Committee received a six monthly report of the Chamberlain providing details of internal audit reviews undertaken in the financial year ending March 2013.

The Chairman expressed his disappointment with the level of audit activity in 2012-13 – with only 13 internal audit days completed out of the planned 80 days. Members were informed that although the service was moving forward positively, the level of progress had been affected by a number of factors including staff turnover and audit re-prioritisation. The Assistant Commissioner added that he was satisfied with the work of the Internal Audit going forward

Members sought assurance that Internal Audit would deliver its Force Internal Audit programme for 2013-14 and requested an update on the recommendations from the following future audit reviews - Police Fleet Management and the Police Use of Third Party Payments (including consultants).

It was also requested that that Internal Audit provide a detailed outline of the audit and inspection framework to ensure that audit coverage provided by the HMIC is not being duplicated by the planned audit work programmed by Internal Audit

RESOLVED – That a report be produced for the next meeting that sets out the audit and inspection framework to ensure audit duplication was not occurring with HMIC.

8. HMIC VALUE FOR MONEY PROFILES 2012 - FURTHER ANALYSIS OF COSTS

The Sub-Committee received a report of the Commissioner providing further analysis of the original submission of the HMIC VfM Profiles 2012 presented at the previous meeting of the Sub-Committee.

The Assistant Commissioner explained that the CoLP's high cost of services and salaries allied to a small population will always position it as an outlier in comparison with forces nationally, as population is a key comparator used by the HMIC. The HMIC VfM Profiles also do not take into account the Force's growing national economic crime responsibilities which the subsequent increase in support costs and supervision ratios.

The Assistant Commissioner stated that the VfM Profiles are a snapshot in time and past figures did not capture the reduced cost of policing borne across many functional areas as part of City First Change Programme.

The Assistant Commissioner assured Members that the CoLP did offer value for money and the budget position for the coming year and 2014-15 will show the Force is in a much stronger position to sustain the current policing model within the current budget constraints.

The Chairman noted the reputational impact of the Force appearing as a persistent outlier, where no context is provided. It was agreed that the Force would work with the Chamberlain to undertake a joint review of the Force's service costs – both to identify more meaningful comparators and to develop a robust means of benchmarking the CoLP's costs in the future.

RESOLVED – That a joint review be undertaken by the Chamberlain's Department in partnership with the Force to benchmark Police Services and that the outputs be presented to the November 15th 2013 meeting of the Sub-Committee.

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

There were no questions.

10. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

In response to concern from the Chairman over the effectiveness of meetings, the Town Clerk undertook to establish future meetings of the Sub-Committee with lunch in the Guildhall Club as opposed to a working lunch while the committee meets.

11. EXCLUSION OF THE PUBLIC

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

12. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE WHILST THE PUBLIC ARE EXCLUDED

There were no questions.

13. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT WHILST THE PUBLIC ARE EXCLUDED

There were none.

The meeting ended at 2.15 pm

Chairman

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Agenda Item 4

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|--|---|-----------------|
| Committee(s): Police Performance and Resource Management Sub-Committee | Date(s): 9 th September 2013 | Item no. |
| Subject: First Quarter Performance against Targets in the Policing Plan 2013-14 | Public | |
| Report of: Commissioner of Police POL 34/13 | For Information | |
| <p style="text-align: center;"><u>Summary</u></p> <ol style="list-style-type: none"> 1. This report summarises performance against the Policing Plan 2013-16 for the first quarter of the 2013-14 financial year. 2. At the end June 2013, of the 28 policing plan targets, 22 were on track to be met (GREEN) and 5 were graded as AMBER, indicating that additional work is required to ensure the targets are met, 1 is WHITE due to the absence of data when the report was written. At this stage, no targets have been graded as RED. | | |
| 1. Increase the number of engagements with the community aimed at deterring people supporting terrorism or violent extremism | GREEN | |
| 2. All relevant plans within CoL scrutinised by the CT Architectural liaison team | GREEN | |
| 3. Deploy intelligence led, high visibility policing operations to counter the terrorism threat and reassure the public | GREEN | |
| 4. Ensure that at least 90% of people surveyed consider the City of London Police is prepared and capable of policing the terrorist threat effectively | GREEN | |
| 5. Increase the number of government and industry sectors providing economic crime data to the National Fraud Intelligence Bureau | GREEN | |
| 6. Increase quantity and quality of fraud prevention products disseminated by the N FIB (Quality/Quantity) | GREEN | GREEN |
| 7. Disrupt the top 10 organised crime groups causing the greatest harm | GREEN | |
| 8. Ensure at least 90% of fraud victims are satisfied with service provided | GREEN | |
| 9. Increase by 10% the no. of officers, public sector and private sector fraud investigators trained by the Fraud Academy | GREEN | |
| 10. Conduct reviews of investigations to inform Fraud Academy training courses and best practice toolkits | GREEN | |
| 11. Meet all national requirements for public order mobilisation to support the SPR | GREEN | |
| 12. Deliver ongoing organisational improvements and development relating to public order deployments (complaints) | GREEN | |
| 12a. As above (Debriefs) | AMBER | |
| 13. Ensure that at least 85% of residents and businesses are satisfied with the information received in relation to pre-planned events | GREEN | |
| 14. Reduce levels of victim-based violent crime compared to 2012-13 | AMBER | |
| 15. Reduce levels of victim-based acquisitive crime compared to 2012-13 | AMBER | |

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| 16. Support the City of London Corporation's casualty reduction target through enforcement and education activities | GREEN |
| 17. Increase the number of uninsured vehicles seized and unlicensed drivers apprehended compared to 2012-13 | GREEN |
| 18. Increase the number of referrals to the Safer Cycle Scheme compared to 2012-13 | AMBER |
| 18a .Increase the number of referrals to the Driver Alert Scheme compared to 2012-13 | GREEN |
| 19. Ensure that at least 90% of those reporting antisocial behaviour are satisfied with the service provided by the police | GREEN |
| 20. Reduce the average annual number of rough sleepers in the City | GREEN |
| 21. Actively promote, with partners, effective stewardship and crime prevention activities within licensed premises | GREEN |
| 22. Run intelligence led operations to target threats associated with the night time economy | GREEN |
| 23. Ensure at least 85% of City street population surveyed consider the police in the City of London are doing a good or excellent job | WHITE |
| 24. Ensure at least 90% of victims of crime are satisfied with the service provided by the police | AMBER |
| 25. Respond to at least 95% of 999 calls within the national target of 12 minutes | GREEN |

Recommendation

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

Main Report

Background

1. This report presents Force performance against the targets and measures published in your Committee's Policing Plan 2013-16 for the first quarter of the 2013-14 financial year. All relevant performance information is contained within Appendix 'A' with only those areas where targets currently graded as AMBER highlighted within the body of this report itself.
2. As previous reports, this performance report includes a brief overview of Force performance that is not covered by specific targets.

3. There are some targets that have bespoke traffic light definitions, these are referenced in Appendix A. The general traffic light criteria used in this report is as follows:

- Green – target on course to be achieved by due date;
- Amber – target will not be met without additional work/resources;
- Red – unlikely the target will be achieved, even with additional work/resources or the target has not been achieved by the due date;
- White – no data.

Current Position

Overview of Force Performance

4. It has been a challenging start to the year for the Force. A comparison with the same period last year shows that between 1st April 2013 and 30th June 2013:

- Total victim-based crime (which includes violence against the person, sexual offences, robbery, burglary, theft and criminal damage) rose by 4% (47 more offences than the previous year). The largest increases were recorded in the categories of violence against the person with injury (20 more offences), theft from the person (21 more offences), bicycle theft (20 more offences) and shoplifting (16 more offences). However, these increases were offset by reductions in other areas, for example there were 26 fewer non-domestic burglaries and ‘theft other’ fell by 25 offences compared to last year.
- On a positive note, the detection rate for all victim-based crime rose from 15.3% to 16.8% compared to the same point last year.
- Crimes against statute, which includes drugs offences, possession of weapons, public order offences and ‘miscellaneous crimes against society’¹, fell compared to 2012-13, from 239 crimes to 190 crimes, a reduction of 4.3%.
- There has been a reduction in the number of anti-social behaviour incidents, down to 268 incidents compared to the 347 recorded at the same point last year, a reduction of 22.8%.

¹ These crimes include prostitution, going equipped for stealing, perjury, perverting the course of justice, and possession of false documents, amongst others.

5. Notable Force achievements and activities over the reporting period include:

- The launch of a multi-stranded strategy to police the night-time economy to stem recent rises in violent crime in the City.
- The Force has worked closely with a cyclist who suffered serious injury as a result of going through a red light. The resulting video is being used to educate road users about the importance of driving and cycling safely.
- An investigation by the Force following the serious injury of a man on a night out with friends has resulted in lengthy sentences (20 years) for attempted murder.
- In a case where an assailant received a 10 year custodial sentence for manslaughter, the judge at the Old Bailey praised the City of London Police for its response on the night of the incident and the diligence of its subsequent investigation.
- The Force's Overseas Anti-Corruption Unit has joined forces with a new International Foreign Bribery Taskforce, which has been set up as part of a trans-border agreement to combat bribery.
- The Force has announced that it is setting up a new funded unit to tackle online intellectual property crime. The planned go-live date is September 2013.

Target Performance

6. **To ensure that at least 90% of fraud victims are satisfied with the service provided.** At the end of the first quarter the Force recorded an 83% satisfaction rate. It is thought that this low level is partially attributable to the very poor response rate; only 6 people of 37 surveyed responded. Only 1 of the 6 expressed dissatisfaction and is now the subject of service recovery. Detailed feedback from that individual will be given to the relevant fraud teams to improve future performance. The Force is also exploring with the survey company the reasons for the very low response rate, with a view to taking action to improve this for future quarters.

7. **Reduce levels of victim-based violent crime compared to 2012-13.** The Force had recorded 163 violent crimes at the end of June 2013, exceeding the year to date target by 23 crimes. The number of crimes recorded each month has been steadily increasing since April. During June, 62 offences were recorded, which is the highest level in any month over the past three years. Statistically speaking, this remains within what is considered to be a

normal variation from the mean. However, to achieve this target by year end, the Force will have to achieve significant reductions over the next three quarters, recording an average of no more than 44 crimes per month. That level was only achieved in two months (August and January) last year. The Force faces a considerable challenge therefore to achieve this target.

8. Analysis has highlighted that 60% of the victim based violence offences took place between 8pm and 7am, suggesting a strong link with the night time economy. Uniform Operations taskings are being concentrated on Thursdays/Fridays and Saturdays late turns and night-shifts to address the issue. Every Thursday, the Force Intelligence Bureau (FIB) is highlighting licensed premises that are likely to present issues over the following three nights. Detailed checks are then being made to premises as well as increasing visibility in those areas.
9. Additionally, a violent crime and night-time economy profile has been compiled by FIB and is being updated regularly. The profile defines two control zones, one where the tactics articulated in the Violent Crime Reduction Plan are being deployed, with the other zone left to normal response policing. This should provide an assessment over the course of the next quarter of whether specified tactics are achieving the desired results over and above normal response policing.
10. The number of sexual offences has increased compared to last year, which is largely due to increased reporting from victims. Following Operation Yewtree (the investigation into Saville and others), there has been a 100% increase in the reporting of historical sexual assaults. Both rapes recorded in the first quarter are historic and were reported following the national drive for victims of historic sexual crimes to come forward. The Force's Public Protection Unit is working closely with the Independent Advisory Group and Victim Support to identify ways reporting can be encouraged. It is of course accepted that this could trigger a further rise in recorded crimes of this type, however, it is more important that to have an accurate picture of this area of criminality and bring offenders to justice and give redress to victims.
11. Additionally, the Commissioner has recently commissioned further analysis work to drill down into the detail of offences classed as 'violence without injury' as it seems there is a trend of increased reporting in this area.
12. **To reduce levels of victim based acquisitive crime compared to 2012-13.** At the end of the first quarter the Force had recorded 992 acquisitive crimes against a year to date target of no more than 951 crimes. Trend

analysis based on one year's data suggests the Force *could* end the year up to 7% above target, although at the time of writing this report (mid August) the Force is currently only 1.2% up on last year, this is because the Force has been focusing on intelligence led tasking to address this issue in the period since the end of quarter one (end of June) to date. However, the level of victim based crime for 2012-13 was already low and the Force knew when setting this target that to achieve any reduction would be very challenging.

13. The Force has instigated an intelligence led operation to tackle the rise in victim-based acquisitive crime. Initially it has run throughout July from Tuesday to Friday between 10am and 10pm. Plain clothes officers from the Crime Squad and other directorates are being deployed to tackle daytime cycle, retail and coffee shop thefts using various tactics and decoy techniques. High visibility patrols by uniformed officers are also being used as a deterrent.
14. From 6pm each day staff are being deployed to tackle thefts from licensed premises. Plain clothed officers concentrate on the top 10 premises with a view to identifying and apprehending offenders. Uniformed officers, supported by liveried vehicles are also deployed in high visibility patrols to disrupt potential offenders. Every individual who is stopped and searched as part of the operation will have their recorded details forwarded to the Force Intelligence Bureau for analysis.
15. **To increase the number of referrals to Safer Cycle Scheme (SCS) compared to 2012-13.** There were no referrals made to the SCS during May and June due to the Force concentrating on Operation Atrium, which is aimed at drivers of vehicles. To rectify this, there will be a one-week operation targeting SCS notices as part of normal tasking. Additionally, training is being rolled out to Response Groups to allow more officers to issue SCS notices. As it is so early in the year, the Force is confident that this target will be achieved.
16. **To ensure at least 90% of victims of crime are satisfied with the service provided by the police.** This target is based on a victim's 'whole experience' of their interaction with the Force. The 82.7% recorded at the end of the first quarter is disappointing. To achieve the target by the end of the year the Force will need to achieve a level of 93% or more over the following three quarters, which will be particularly challenging.
17. Victims cite the principal reason for dissatisfaction as not being kept informed about what is happening with their case. Detailed feedback

provided by victims is provided to Directorate Heads to enable them to take the necessary action to improve future performance. Additionally, an article has been broadcast on the Force's 'City Net' front page highlighting to officers the importance of follow up action from the victim's perspective and how this can impact on how the Force is perceived. This target is also monitored at the Force's Performance Management Group and the Organisational Learning Forum where solutions to this issue are discussed and put into practice as part of the action plan to improve performance in this area.

Conclusion

18. The Force has commenced the 2013-14 performance year demonstrating good performance against the majority of Policing Plan targets. Where there are issues highlighted within this report, your Sub Committee can be confident that the Force is taking action to address those issues where it can.

Background Papers:

- **Appendix "A" Performance Summary**

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Agenda Item 5

| | | |
|--|---|-----------------|
| Committee(s): Police Performance and Resource Management Sub Committee | Date(s): 9 th September 2013 | Item no. |
| Subject: City of London Police – Internal Review of Police Crime and Incident Data | Public | |
| Report of: Commissioner of Police POL 37/13 | For Information | |
| <p style="text-align: center;"><u>Summary</u></p> <p>As part of an ongoing programme to provide assurance that the City of London Police is using effective and efficient processes to deliver Policing Services, an internal review of Data Quality within Command & Control and the Crime Management Unit (CMU) was carried out.</p> <p>The review was undertaken by an external team who had previously worked for Her Majesty’s Inspectorate of Constabulary (HMIC) on Data Quality inspections. They focused on the core areas of Governance and Leadership; Policies, Plans and Strategies; Systems and Processes; People and Skills and Data Use and reporting.</p> <p>The audit conducted on the Data Quality processes has highlighted many areas of good practice including, strong leadership by the Commissioner, Assistant Commissioner and senior managers; timely review of strategies, policies and Standard Operating Procedures (SOPs); an impressively high standard of capturing reports of crime; significant improvement in identifying repeat or vulnerable callers regarding Anti Social Behaviour (ASB) and that the Force Crime Incident Registrar provides strong challenge appropriately. There were also some areas identified that require improvement, including, initial recording by frontline staff and a more proactive approach to the use of Restorative Justice. An internal action plan has been created to track the implementation of the improvements and these will be delivered by December 2013.</p> <p>Members may wish to note that the Sub-Committee does not have a remit to hold the Force to account for the outcome of internal reviews.</p> <p>Recommendations</p> <p>It is recommended that Members receive this report and note its contents.</p> | | |

Main Report

Background

1. The Force recognises the importance of continuous improvement and as part of this, a programme of internal reviews has been put in place which is being co-ordinated and facilitated by Strategic Development. This includes reviews on areas of business that are critical to the delivery of the policing plan, or are associated with a known risk.
2. The Data Quality review was commissioned as part of the programme of reviews by the Intelligence and Information Directorate to consider the quality of incident and crime data and the management arrangements in place to ensure standards are maintained and improved. The independent review was carried out by an external team who had previously worked for Her Majesty's Inspectorate of Constabulary (HMIC) on Data Quality inspections.
3. Whilst Internal Reviews are not within the remit of your Sub Committee, this report is presented for information at the request of Commander Operations as Chair of the Force Performance Management Group (PMG) meeting on 21st May 2013.

The Review

4. The review aimed to assess the quality of crime and incident data and the management arrangements in place to ensure standards are maintained in City of London Police.
5. The findings within this report were derived from evidence gathered from an examination of key documents, data sampling and interviews with staff. The five areas reviewed were:
 - Governance and Leadership
 - Policies, Plans and Strategies
 - Systems and Processes
 - People and Skills
 - Data Use and reporting
6. This review specifically focussed upon the conversion of incidents to crimes; the quality of investigations; contact with victims and the crime reports that the force has re-categorised as 'no crimes'.

7. The review team aimed to replicate the methodology utilised in previous HMIC inspections to allow the Force to review progress against a previous baseline. The review team also assessed the ways in which the City of London Police proportionately addresses the risk of poor data quality and the efficiency and effectiveness of their approach.

Main findings

8. There is clear evidence that the importance of ethical and accurate crime and incident data is of the utmost importance within the City of London. The Commissioner and the Assistant Commissioner continue to send out strong signals that every effort must be made to achieve strong performance. Allied to this, the leadership shown by senior managers of the Information and Intelligence Directorate has empowered staff to begin key policy and procedural improvements. An area for development was found in relation to initial recording by frontline staff which is being addressed in an action plan.
9. The relocation of responsibility for crime and incident management from what was the Force Call and Crime Incident Bureau (FCCIB) in the Command and Control Room to the Crime Management Unit (CMU), within the Crime Directorate, has prompted a significant review of strategy, policies and standing operating procedures (SOPs) in this area. A wide consensus has been built up regarding crime allocation and the positive involvement of uniform officers in volume crime recording and investigation. The Force is developing a Crime Allocation policy, which will give all concerned a clear direction of accountability for further investigation and victim care. The Force is pursuing a Mobile Data solution to incorporate mandated fields for officers to report crimes which will support the compliance with data quality guidelines. An issue was raised regarding the use of Restorative Justice more pro-actively and this has led to the implementation of a Restorative Justice Policy and training for frontline staff.
10. Based on the audit result, the Review team found that the City of London maintains a high standard of capturing reports of crime thus ensuring that such crimes are correctly classified. Consistent performance has been achieved in meeting the National Crime Recording Standard (NCRS) 72 hour limit and in every case there is excellent linkage of incident logs to subsequent crime reports. There were no direct comparators with other Forces made, but the assessment was made based upon the previous experience of the Review team in their time working for HMIC.

11. Improvements put in place in the Force Control Room (FCR) in order to identify repeat or vulnerable ASB callers, have led to an increase from 35% identified to 85% identified. Active supervision of incidents and evidence of this within the FCR was highlighted as an issue, regarding incidents classed as 'yet to be resulted'. This is also being dealt with in the action plan.
12. The Force Crime and Incident Registrar (FCIR) remains a strong and challenging advocate for ethical decision making. The CMU are also taking on a greater role in providing the main centre of advice and guidance to investigators and patrol staff about the interpretation of Home Office Counting Rules (HOCR).

Conclusion

13. Data quality is high on the agenda of the City of London Police with arrangements at a senior level to secure the quality of incident and crime data remain strong. There are plans, policies and strategies in place, in relation to securing data of good quality and these are to be significantly strengthened in the near future. In addition there are robust audit and quality assurance processes in use to identify issues and take action. This independent review has provided reassurance that the Force is dealing with issues of data quality in the most appropriate manner.
14. Members may wish to note that there will be a formal HMIC inspection of Data Quality. In a presentation given in July by the ACPO Lead, DCC Jeff Farrar, he stated that HMIC will inspect at least 3 forces every 2 months, this schedule of inspections is expected to take at least two years from October 2013 to September 2015. To date, the City of London Police has been given no indication of when it is likely to get inspected during that period.

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Agenda Item 6

| | | |
|---|---|------------------------|
| Committee(s): Police Performance and Resource Management Sub-Committee | Date(s): 9 th September 2013 | Item no. |
| Subject: HMIC Policing in Austerity: Rising to the Challenge | | Public |
| Report of: Commissioner of Police POL 36/13 | | For Information |
| <p style="text-align: center;"><u>Summary</u></p> <p>This report presents for your Sub Committee's information a summary of the main findings of two HMIC reports, both published on the 18th July 2013 following the recent "Valuing the Police 3 Inspection". The national report is supported by bespoke reports for every police in the country.</p> <p>The national report found:</p> <ul style="list-style-type: none"> (a) on the whole forces responded well to the challenge; (b) the majority of forces have made cuts whilst preserving their front line officers and staff; (c) Some forces have reconfigured their neighbourhood teams to include response and investigative work, possibly to the detriment of preventative work; (d) disappointment with the progress of collaborations between forces; (e) there are five named forces who will find meeting further financial challenges extremely difficult, either due to their size or to the relatively poor quality of their response to the initial challenge. <p>The City of London bespoke report found that:</p> <ul style="list-style-type: none"> (a) the Force had responded well to the challenge; (b) City of London Police were one of only a few forces where the number of staff overall in frontline posts has fallen. (c) The Force is managing future risk, however, it should be able to make further cuts should that be necessary. <p>Recommendation</p> <p>It is recommended that your Sub Committee receives this report and notes its contents.</p> | | |

Main Report

Background

1. This report presents for your Sub Committee's information a summary of the main findings of two HMIC reports, both published on the 18th July 2013 following the recent "Valuing the Police 3 Inspection". The main report, *Policing in Austerity: Rising to the Challenge* runs to 161 pages and presents the analysis of the results of the Valuing the Police 3 inspection from every police force. The second report is much shorter, and is bespoke to the City of London Police. HMIC has published a personalised report for each police force.
2. These reports are the third in a series that commenced with a national report '*Adapting to Austerity: A Review of Police Force and Authority Preparedness for the 2011/12 – 14/15 CSR Period*', which was followed last year by '*Policing in Austerity: One Year On*' of which your Sub Committee received a report (Pol 51/12 refers).
3. The latest inspection was designed to answer three questions:
 - (i) Have forces risen to the challenge of the spending review?
 - (ii) What has been the impact on the workforce and service delivery to the public?
 - (iii) How are forces managing future risk?

Current Position

4. The main report's principal findings are as follows:
 - (a) Overall, the response of police forces to the financial challenge has been good. Forces had to save £2.4bn over the spending review period (an average of a 17% reduction). Whilst forces' plans predict savings of £2.31bn, HMIC is confident that the residual gap of £116m will be closed by the end of the end of the CSR period.

The City of London Police was the only force in the country to reduce its financial challenge through pursuing and securing additional funding streams. This is not acknowledged in the national report but is referred to in the City of London report. Instead, the national report places the Force in the category of forces that faced a

lesser challenge compared to some forces. This is despite representations being made at the time of the inspection and following the inspection during the formal feedback process that the Force's innovative approach to reducing the funding gap should not be viewed as the Force facing a lesser challenge.

Forces cited in the report as responding very strongly to a comparatively difficult challenge are Hampshire, Greater Manchester, Lincolnshire, Northumbria and West Midlands. The City of London police are deemed to have delivered a proportionate response to a comparatively modest challenge.

- (b) Most forces have plans in place to balance their books by the end of the CSR, and whilst substantial changes have often had to be made, forces on the whole have achieved this by increasing the proportion of the workforce on the frontline as well as achieving crime reductions and increased victim satisfaction.

Whilst the City of London Police has also increased the proportion of staff and officers dedicated to frontline duties as defined by HMIC, the proportion within CoLP is lower than other forces. The Force did reduce the number of support posts, after analysis conducted as part of the City First Change Programme. However, this is not straightforward as many of the posts held by civilian staff are actually operational in nature, such as intelligence analysts/ officers which are classed as 'frontline'. So whilst the City First Change Programme was underway, growth in new areas due to new funding streams coming on line, such as National Fraud Intelligence Bureau (NFIB), and other areas of ECD then increased the number of posts held by civilian support staff. As explained, these are not however, all 'support' posts but some are classed as frontline. Additionally, in a number of specialist units, it was not possible to reduce the number of support posts simply owing to 'critical mass' and Units already operating at the smallest viable size, to provide the required services. An example of this is the Covert Authorities Bureau which has certain role requirements in order to comply with legislation. The fact, therefore, that the Force has reduced its officer numbers whilst maintaining the number of people in support posts has resulted in the Force being shown in an unflattering positioning in the national comparison tables. However, the business of the Force is such that many civilian support staff hold operational roles.

- (c) HMIC is concerned that some forces (not identified) have chosen to make savings by broadening the remit of neighbourhood policing

teams to include tasks traditionally carried out by response officers and investigators. HMIC feels this could prejudice preventative work and impact negatively on service delivery to the public.

Whilst the Force did restructure its Wards teams as part of the City First Change Programme, the neighbourhood policing function was not brigaded with other parts of Uniform Response policing or investigative work and was kept as a discrete area of policing.

- (d) HMIC is deeply disappointed with progress on collaboration, with most forces still making less than 10% of their savings from opportunities presented by working with other forces and partners.

Your Sub Committee Members will be aware that the Force extensively explored a number of collaboration opportunities as part of the City First Change Programme, principally with the British Transport Police in the provision of Learning and Development and Professional Standards. Although the Force chose not to pursue those opportunities, it did so with a sound rationale. This was presented in reports to your Grand Committee in July 2012 (Pol 40/12 refers) and more recently in January 2013 (Pol 2/13 refers). However, the extensive work carried out during the assessment of collaboration opportunities resulted in significant savings for the Force. HMIC notes that forces cannot “afford the luxury of failing to collaborate” in the future. The Force does not view its decision not to pursue certain collaborations as a luxury, but as operational expediency.

One of the areas HMIC found particularly disappointing with respect to collaboration was the provision of IT services, citing that whilst forces were pursuing some interesting avenues, nationally the picture is fragmented.

- (e) HMIC considers five forces¹ will find it extremely difficult to cope with further cuts post 2015 either because of their size or local circumstances, which means making further savings will be inherently challenging or because their initial response to the financial challenge was weaker than other forces.

5. The national report makes 10 recommendations; some are specifically aimed at forces whilst others are intended for the Home Office and the

¹ West Yorkshire Police; South Yorkshire Police; Northamptonshire Police; Lincolnshire Police; Bedfordshire Police. All five forces were identified in national media following the publication of the report.

College of Policing. Recommendations made by the report relevant to forces are:

- (i) **Recommendation 1** - All chief constables and Police and Crime Commissioners (PCCs) should review their plans to deliver savings to ensure they are doing all they can to continue to reduce crime and protect the front line while balancing their budgets.

The Force will formally review City First in the autumn. Additionally, City Futures will ensure that the Force continues to explore and implement new and innovative ways of making savings and continuing to work effectively to address criminality, within budget.

- (ii) **Recommendation 2** - Chief constables and PCCs planning to reduce the proportion of their workforce and/or police officers on the front line should assess whether they have taken the decisive action seen in many forces in order to maintain their crime fighting capacity.

Whilst the Force has reduced officer numbers, the Force is confident that this will not in the longer term adversely affect its crime fighting capacity or capability.

- (iii) **Recommendation 3** - The Police IT company should urgently work with forces and PCCs to provide an IT capability that supports the frontline officer and delivers better value for money.

Your Sub Committee Members will be aware that the Force's recent application to join the East Coast Information Systems group was declined. The Force is exploring alternative opportunities to improve its provision of information services and will engage willingly with any central plans or initiatives to deliver improved IT, more efficiently. The Force is continuing with the Athena project, which is a new Crime and Intelligence System, along with a number of other Forces nationally.

- (iv) **Recommendation 4** - Chief constables and PCCs should review their plans for collaboration. In particular they should consider whether there is scope to deliver better value for money and improved capability and capacity through joint working with other forces, the public and/or the private sector.

The Force's position vis-à-vis collaboration has already been articulated (see paragraph 4(d)). Whilst the Force does not discount the possibility of future collaborations, and will actively seek them out where it is operationally right to do so, there are no immediate plans to enter into any collaborations additional to those that already exist.

- (v) **Recommendation 5** - Chief constables and PCCs delivering less than 10% of their savings through collaboration should assess whether there is scope to improve on this position.

As immediately above, at the present time the Force does not believe there is scope to improve on the current position.

(Recommendations 5 - 9 all relate to the Home Office and College of Policing and are not reproduced).

- (vi) **Recommendation 10** - Police forces, the Home Office, HMIC and the College of Policing should all work together to develop a longer term approach for policing in an era of sustained budget reductions. Specifically, this should address:

- How best to assess demand in the context of falling recorded crime; and
- How best to distribute resources in a period of continuing austerity which maximises all forces' chances of withstanding further reductions and incentivises forces and PCCs to deliver efficient and effective policing.

Main Challenge for City of London Police

6. As previously mentioned in paragraph 4, the Force has secured additional funding streams. However, in the report relating specifically to City of London Police, the HMIC have highlighted this as risk, as a third of the Force's income comes from funding streams that are reviewed annually and could be withdrawn. However, they acknowledge that "..... This is a potential risk but one the force is aware of and is mitigating, primarily by making use of temporary contracts".
7. The Force will continue to work closely with Police Committee and will engage with all relevant agencies and organisations to ensure that it is best placed to provide a best possible service to the City of London, fight crime and operate within budget.

Conclusion

8. The Force acquitted itself well in the inspection and this is borne out by the both the national report and the bespoke City of London report. It is unfortunate that HMIC did not recognise that the Force's innovative approach to private funding did not change the scale of the original challenge the Force faced. The City of London Police will note the recommendations and as indicated within the report and take action where appropriate.

Background Papers:

- **Policing in Austerity: Rising to the Challenge**, Published by HMIC 18th July 2013
- **The City of London Police's Response to the funding challenge**, Published by HMIC 18th July 2013

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Agenda Item 7

| | | |
|--|---|-----------------|
| Committee(s): Police Performance and Resource Management Sub Committee | Date(s): 9 th September 2013 | Item no. |
| Subject: HMIC Inspections (Update) | Public | |
| Report of: Commissioner of Police POL 35/13 | For Information | |
| <p style="text-align: center;"><u>Summary</u></p> <p>On 8th February 2013 Members at your 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.</p> <p>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.</p> <p>This report was considered at the Performance and Resource Management meeting on 30th May 2013 and a further update on progress was requested for the September meeting of the Sub Committee as it was noted by Members that a number of the actions/improvements were scheduled for conclusion in August 2013.</p> <p>The Report highlights progress on:</p> <ul style="list-style-type: none"> • Anti-Social Behaviour Inspection Recommendations- there are no actions outstanding from this inspection. • Custody Inspection Recommendations- there are two actions outstanding, which are reliant upon the progress associated with the National Health Service (NHS) Custody Healthcare service • Integrity Inspection Recommendations- there are two actions outstanding which relate to the development of software solutions for auditing / monitoring integrity. <p>Outstanding actions from the plans are attached (Appendix A)</p> <p>Recommendations It is recommended that Members note the contents of this report.</p> | | |

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. This was to include an update on progress in implementing the HMIC recommendations. The inspections relate to Anti-Social Behaviour (ASB) Custody and Integrity.
3. This report was considered at your Performance and Resource Management meeting on 30th May 2013, and a further update on progress was requested for this meeting of your Sub Committee, as it was noted by Members that a number of the actions/ improvements were scheduled for conclusion in August 2013.

Current Position

Anti-Social Behaviour

4. 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.
5. 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 no actions remain outstanding. Strategic responsibility for ASB sits with Commander Wayne Chance, ACPO Operations, who maintains oversight and governance of the work carried out in this area by the Uniformed Policing Directorate, through his chairmanship of the ASB Strategic

Meeting. The Lead Member for ASB, Mr Don Randall is in contact with the Communities Inspector and will receive regular updates in order to provide continued Member scrutiny in this area.

Custody

6. 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.
7. 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.
8. An improvement plan based on the report's recommendations was immediately developed to address areas for improvement, which contained thirty seven actions. To date, two actions remain outstanding, and these actions are dependent upon the development of the partnership with the National Health Service for a custody healthcare service. All matters relating to structural change to the accommodation, will be addressed within the plans for Custody as part of the new accommodation strategy.
9. Responsibility for Custody sits with Commander Wayne Chance, ACPO Operations, who maintains oversight and governance of the work carried out in this area by the Uniformed Policing Directorate. The Superintendent Uniformed Operations is the chair of the Custody User Group (CUG) and has responsibility for progressing recommendations and reporting progress through Performance Management Group and Organisational Learning Forum which are both chaired by the Assistant Commissioner. Performance in this area is also scrutinised at Directorate level by the Directorate Commander through the Uniformed Policing Directorate Business Plan.

Integrity

10. 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.

11. 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 Head of Professional Standards Directorate chairs the Professional Standards Directorate Working Group which has responsibility for progressing HMIC recommendations. The Integrity Action Plan had seventy one actions, two currently remain outstanding (See Appendix A). These are both in relation to developing a software solution for auditing and monitoring integrity and this is largely dependent on other areas of business of the Force. To assist in the embedding of integrity throughout the Force an Integrity Monitoring Group under the Head of Professional Standards had its inaugural meeting 19th August.
12. In addition, as reported in the Annual Report on Professional Standards and Integrity at your July Grand Committee, the Assistant Commissioner has commenced a piece of work to put a suite of measures in place around integrity. This is a work in progress and will be reported to your Professional Standards and Integrity Sub Committee.

Conclusion

13. 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.

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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NOT PROTECTIVELY MARKED**OUTSTANDING ACTIONS FROM HMIC INSPECTIONS****CUSTODY****35 Actions Completed****2 Amber Actions**

| HMIC Recommendation | Action taken | Commentary | Status/ Completion date | Action Owner |
|---|--|---|--|-------------------------|
| 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 | The custody manager is presently addressing this improvement plan, including the provision of funding, with the NHS Commissioner as part of the on-going NHS Custody Healthcare Commissioning Project. | November 2013 | Custody Manager |
| There should be a mental health liaison and/or diversion scheme to enable detainees with mental health problems to be identified and diverted in to appropriate mental health services as required. | Mental health liaison and diversion scheme to be developed and integrated into custody procedures. | This action now forms part of the NHS Custody Healthcare Commissioning Project and is a standing item at the London Liaison and Diversion Commissioning Group, which has a police representative. The group are working towards an integrated solution for diversion from the CJS | December 2013 | Custody Manager |

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INTEGRITY

69 Actions Completed

2 Amber Actions

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| Self Assessment Question | Action taken | Commentary | Status/ Completion Date | |
|---|---|---|----------------------------------|-------------------------------------|
| 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 Counter Corruption Unit (CCU). Various software products that are being used by other PSD's are being scoped by the CCU. | At present a collaborative project is being undertaken with Intelligence and Information Directorate, to develop the existing, i- base intelligence suite of products. An integrity monitoring group is being convened to provide scrutiny to this process | 1 st November2013 | Head of PSD |
| 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. | Force Information Manager is advising on the requirements of the software and will be a stakeholder on the project outlined above | 1 st November 2013 | Senior Information Risk Owner |

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Agenda Item 11

By virtue of paragraph(s) 7 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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