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Performance and Resource Management Sub (Police) Committee

Date: **TUESDAY, 30 JUNE 2015**

Time: 11.30 am

Venue: **COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL**

Members: Deputy Douglas Barrow (Chairman)
Alderman Alison Gowman
Deputy Henry Pollard (Ex-Officio Member)
Deputy James Thomson
Deputy Joyce Nash
Kenneth Ludlam (co-opted)

Enquiries: **Katie Odling**
tel. no.: 020 7332 3414
katie.odling@cityoflondon.gov.uk

Lunch will be served in the Guildhall Club at 1pm

N.B: Part of this meeting may be subject to audio visual recording.

John Barradell
Town Clerk and Chief Executive

AGENDA

1. **APOLOGIES**

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

3. **MINUTES**
   To agree the public minutes and summary of the meeting held on 18 March 2015 and to ratify the decisions made.

   For Decision
   (Pages 1 - 4)

4. **OUTSTANDING REFERENCES**
   To note the list of outstanding references.

   For Information
   (Pages 5 - 6)

5. **HUMAN RESOURCES MONITORING INFORMATION - 1 APRIL 2014 - 31 MARCH 2015**
   Report of the Commissioner of Police.

   For Information
   (Pages 7 - 16)

6. **PERFORMANCE AGAINST TARGETS IN THE POLICING PLAN 2014-17 FOR THE PERIOD 1ST APRIL 2014 - 31ST MARCH 2015**
   Report of the Commissioner of Police.

   For Information
   (Pages 17 - 48)

7. **CITY OF LONDON POLICE: RISK REGISTER**
   Report of the Commissioner of Police.

   For Information
   (Pages 49 - 58)

8. **HMIC INSPECTION UPDATE**
   Report of the Commissioner of Police.

   For Information
   (Pages 59 - 98)

9. **INTERNAL AUDIT UPDATE REPORT**
   Report of the Head of Internal Audit.

   For Information
   (Pages 99 - 116)

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

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

PERFORMANCE AND RESOURCE MANAGEMENT SUB (POLICE) COMMITTEE
Wednesday, 18 March 2015

Minutes of the meeting of the Performance and Resource Management Sub (Police) Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 18 March 2015 at 11.30 am

Present

Members:
Deputy Douglas Barrow (Chairman)
Alderman Alison Gowman

Officers:

Alex Orme	Town Clerk's Department
Katie Odling	Town Clerk's Department
Neil Davies	Town Clerk's Department
Suzanne Jones	Chamberlain's Department
Chris Harris	Chamberlain's Department
Ian Dyson	Assistant Commissioner
Hayley Williams	Chief of Staff
Stuart Phoenix	Head of Strategic Development

1. **APOLOGIES**
Apologies for absence were received from Deputy Keith Knowles, Kenneth Ludlam and Don Randall.

The Town Clerk advised the Sub-Committee that the meeting was inquorate and therefore any decisions would have to be ratified at the next quorate meeting of the Sub-Committee.

2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
There were no declarations of interest.

3. **MINUTES**
The minutes of the meeting held on 4 December 2014 were received.

4. **OUTSTANDING REFERENCES**
The list of outstanding references was noted.

5. **COLLABORATIVE SERVICES (CITY OF LONDON CORPORATION AND THE CITY OF LONDON POLICE)**
The Sub Committee received a report of the Commissioner of Police which provided an overview into the four key themes of collaboration between the City Police and the City Corporation going forward.

The four key work streams were as follows –

- Customer Services
- Community Safety
- Joint Contact and Control Room (JCCR)
- Ring of Steel

The Chairman commended the successful arrangements for the service of commemoration to mark the end of military combat operations in Afghanistan which took place at St Paul's Cathedral on Friday 13 March 2015.

With regards to the Joint Contact and Control Room (JCCR) it was not clear at this stage where this would be located. Officers were considering options with a view to ensuring that space was being utilised and the correct facilities were available for a crisis.

Members noted that each of the key themes was at a different stage of development, and quality improvement and efficiency savings would only become quantifiable as the projects evolved.

Those present noted the contents of the report.

6. **POLICING PLAN MEASURES 2015-16**

The Sub Committee received a report of the Commissioner of Police relating to the Policing Plan measures for 2015/16. This report would be submitted to the Grand Committee on 26 March 2015 for approval so as not to delay a decision until the subsequent meeting of the Sub Committee.

Measure 4 – ANPR activations – Members were informed that a replacement measure would be circulated at the Police Committee on 26 March 2015. The new measure would support the City of London's casualty reduction target much more directly than the current ANPR measure.

Those Members present noted the contents of the report.

7. **HMIC INSPECTION UPDATE**

The Sub Committee received a report of the Commissioner of Police which provided an overview of the City of London Police response to Her Majesty's Inspectorate of Constabulary's (HMIC) continuing programme of inspections and published reports.

The Assistant Commissioner reported that in some instances the status of the progress against the outstanding HMIC recommendations was not reflective of the most up to date position owing to the need to submit papers in advance of the meeting and therefore these would be updated for the next meeting.

Those present noted the contents of the report.

8. **PERFORMANCE AGAINST TARGETS IN THE POLICING PLAN 2014-17 FOR THE PERIOD 1ST APRIL 2014 – 31ST DECEMBER 2014**

The Sub Committee received a report of the Assistant Commissioner which summarised the performance against targets in the Policing Plan 2014 – 2017 for the period 1 April 2014 – 31 December 2014.

The Assistant Commissioner agreed to contact Transport for London to attempt to obtain information relating to the increase in cyclists numbers which might be included in the year-end review if the data is available.

Those present noted the contents of the report.

8. **PERFORMANCE AGAINST TARGETS IN THE POLICING PLAN 2014-17 FOR THE PERIOD 1ST APRIL 2014 – 31ST DECEMBER 2014**

The Sub Committee received a report of the Assistant Commissioner which summarised the performance against targets in the Policing Plan 2014 – 2017 for the period 1 April 2014 – 31 December 2014.

The Assistant Commissioner agreed to contact Transport for London to obtain information relating to the increase in cyclists which could be included in the year-end review.

Those present noted the contents of the report.

9. **PUBLIC PERCEPTION SURVEY UPDATE**

The Sub Committee received a report of the Commissioner of Police which provided an update in relation to the Public Perception survey.

Those present noted the contents of the report.

10. **VALUE FOR MONEY BENCHMARKING UPDATE**

The Sub Committee received a report of the Commissioner of Police which provided an update in relation to the Value for Money benchmarking project.

Reference was made to table 1 on page 109 of the report which indicated that reductions in spend had been achieved in most areas. It was agreed to provide figures for 2015 when they are made available and to report them to the December Sub Committee..

Those present noted the contents of the report.

11. **INTERNAL AUDIT UPDATE REPORT**

The Sub Committee received a report of the Head of Internal Audit and Risk Management which provided an update on the internal audit reviews undertaken between November 2014 and March 2015. The report also provided a schedule of planned work for 2015/16.

Concern was expressed that that Internal Audit had given the Police Disaster Recovery Plan a Red Rating. The Assistant Commissioner informed those

present that he was meeting with the Chief Information Officer to discuss this and other matters and would update the Chairman in due course.

It was agreed to provide a detailed Audit Plan for 2015 along with a three year audit plan going forward in order that Members could assess its effectiveness. It was also agreed to include 'Gifts and Hospitality' in the list of planned work for 2015/16.

Those present noted the contents of the report.

12. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.

13. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
There were no items of urgent business.

The meeting ended at 12.30 pm

Chairman

Contact Officer: Katie Odling
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katie.odling@**cityoflondon.gov.uk**

PEFORMANCE AND RESOURCE MANAGEMENT SUB (POLICE) COMMITTEE

OUTSTANDING REFERENCES

Meeting Date & Reference	Action	Owner	Status
26/09/2014 Item 3	Reference to HMIC should be made in the Annual Report of the City of London Police	Commissioner of Police	***Complete–*** *The Annual report made reference to results of recent HMIC Inspections and has now been approved by the Grand Committee.*
04/12/14 Item 10	Police compensation claims - Members were informed that a flavour of the claims received could be provided through the dashboard and Officers were giving consideration to the compliance process for this matter. Further information would be circulated to Members.	Head of Internal Audit	*Included as part of the Internal Audit Update report (Agenda item 9)*
18/03/15 Item 7	The Assistant Commissioner reported that in some instances the status of the progress against the outstanding HMIC recommendations was not reflective of the position and therefore these would be updated.	Assistant Commissioner	***Complete-*** *Up to date positions are in the Appendix which is attached to the HMIC Inspections Update report on the agenda.*
18/03/15 Item 8	The Assistant Commissioner agreed to contact Transport for London to obtain information relating to the increase in cyclists which could be included in the summary of the year-end review.	Assistant Commissioner	***Complete***
18/03/15 Item 10	Reference was made to table 1 on page 109 of the report which indicated that	Assistant Commissioner	***In Progress-*** *T/Supt Cairney reports that this will not be*

	reductions in spend had been achieved in most areas. It was agreed to provide figures for 2015 in the next report to the Sub Committee.		*possible until the new data is received (end of June) and analysed locally (August/ Sept). So an update will be provided for the October or December Sub Committee.*
18/03/15 Item 11	It was agreed to provide a detailed Audit Plan for 2015 along with a three year audit plan going forward in order that Members could assess its effectiveness. It was also agreed to include 'Gifts and Hospitality' in the list of planned work for 2015/16.	Head of Internal Audit	
18/03/15 Item 11	Red rating - Police Disaster Recovery Plan a Red Rating. The Assistant Commissioner informed those present that he was meeting with the Chief Information Officer to discuss this and other matters and would update the Chairman in due course.	Assistant Commissioner	**Completed**- an e-mail was sent to Deputy Barrow from the AC regarding the outcome of the meeting on the 18th March.

Committee:	**Date:**
Police Performance and Resource Management Sub Committee (For Information)	30th June 2015
Subject: Human Resources Monitoring Information 1 April 2014 – 31 March 2015	**Public**
Report of: Commissioner of Police POL 34/15	**For Information**

SUMMARY

This report sets out the City of London Police ('the Force') human resources monitoring data for the 12 month period 1st April 2014 to 31st March 2015. The data presented is in the format previously agreed by your Committee.

The data in the report includes information on:

- The Force strength – which is currently 727 (rounded FTE) Police Officers, a decrease of 15 officers from the last reporting year, and 406 (rounded FTE) Police Staff which includes PCSOs, an increase of 6 staff from the last reporting year.
- Joiners and leavers – 31 Police Officers joined the Force during the reporting period, and 41 left. There have been 85 new Police Staff joiners, and 66 have left.
- Ethnicity – The proportion of regular Police Officers from an ethnic minority background in the Force is 6.5% (rounded) an increase of 0.5% from the last reporting year.
- Sickness – the average working days lost for Police Officers is 5.2 days, a decrease of 0.5 days and 5.4 days for Police Staff, a decrease of 2.3 days from the last reporting year.
- Grievances – 8 grievance cases have been submitted by 2 Police Officers and 6 Police Staff. This is a decrease of 1 from the number of cases submitted in the last reporting year.
- Employment Tribunals – 2 Employment Tribunal cases have been submitted during the reporting period, a decrease of 2 from the last reporting year

Recommendation(s)

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

MAIN REPORT

BACKGROUND

1. The City of London Police Human Resources department provide a performance monitoring report to the Police Performance and Resource Management Sub Committee. This report covers the reporting period between 1 April 2014 and 31 March 2015. This report is set out in the format that the Committee has requested.

WORKFORCE MANAGEMENT

2. The City of London Police currently has an overall strength of 727 (rounded FTE) Police Officers, against an establishment model of 730.5. The establishment is based on the 'City First' model which was implemented on the 1st April 2013. Significant work has been undertaken on workforce planning during the reporting period through the Budgeted Post Board which is chaired by the Assistant Commissioner who oversees all workforce planning activity within the Force and reviews the model to ensure that we continue to operate within the agreed 'City First' establishments. The Force has also introduced a robust programme of Local Resource Planning meetings between each Directorate and their HR Business Partner.

3. The strength of Police Staff is currently 406 (rounded FTE) against an establishment model of 460. These figures are inclusive of Police Community Support Officer's (PCSO) and staff on current Fixed-term contracts. However, this figure excludes agency workers (of which there are 31) who are employed covering establishment vacancies. A robust framework was implemented to reduce the number of agency staff used to cover supernumerary roles by 31 March 2015 which was achieved through the Budgeted Post Board.

Rounded FTE		**31/03/12**	**31/03/13**	**31/03/14**	**31/03/15**
Officers	Establishment	886	712.5	732.5	730.5
	Strength	822	775	742	727
Staff	Establishment	412	422.5	472.2	460.7
	Strength	330	394	400	396
PCSO's (included in the Staff numbers)	Establishment	52	16	22	16
	Strength	38	16	12	10
Specials	Establishment	100	100	100	100
	Strength	99	89	82	61
Agency	Strength	37	58	74	31
Volunteers	Strength	24	25	15	16

4. The number of Special Constables has fallen over the reporting period following a review of the number of Special Officers who had not undertaken

the required minimum of 200 hours of duty. The Special Constabulary and HR have agreed a recruitment strategy which will be implemented over the next 12 month period.

LEAVERS

5. During the reporting period, 41 Police Officers, 16 Special Constables and 66 Support Staff left the City of London Police. The breakdown of reasons for leaving the Force is provided in the tables below for each staff group, a further two years of data has been added for comparison.

Police Officers				
Reason for leaving CoLP	**2011/12**	**2012 /13**	**2013/14**	**2014/15**
Death in service	0	0	0	0
Dismissed	3	1	0	1
Medical Retirement	0	0	3	0
Retirement	31	37	39	25
Transfer	5	5	7	2
Resignation	11	7	16	13
Total	**50**	**50**	**65**	**41**

Special Constabulary				
Reason for leaving CoLP	**2011/12**	**2012/13**	**2013 /14**	**2014/15**
Death in service	0	0	1	0
Resignation	7	9	11	13
Joined Regulars	0	1*	0	3
Dismissal	0	0	1	0
Total	**7**	**10**	**13**	**16**

* joined another force

Police Staff				
Reason for leaving CoLP	**2011/12**	**2012/13**	**2013 /14**	**2014/15**
Death in service	0	0	0	0
Dismissed	2	1	4	3
Medical Retirement	0	1	0	1
Retirement	7	11	5	3
Transfer	0	1	1	7
Resignation (incl end of contract)	30	43	42	52
(To join the Police Service, not CoLP)	1	1	6	0
Total	**40**	**58**	**58**	**66**

RECRUITMENT AND SELECTION

6. The City of London Police has run 3 recruitment campaigns aimed at recruiting to vacant posts for Police Probationers, Police Officers and Detective Constables, and 92 recruitment campaigns aimed at recruiting to vacant posts for Police Staff.

7. It is important to note that the numbers of campaigns run, against the number of Police Staff and Police Officers recruited to post will differ as a result of

individuals failing to pass the 'vetting' process. As a result further recruitment campaigns are required.

Police Officer recruitment

8. 31 Police Officers were recruited during the period, 10 of whom were Student Officers and 21 Transferees. 9 Special Constables were appointed during this period.

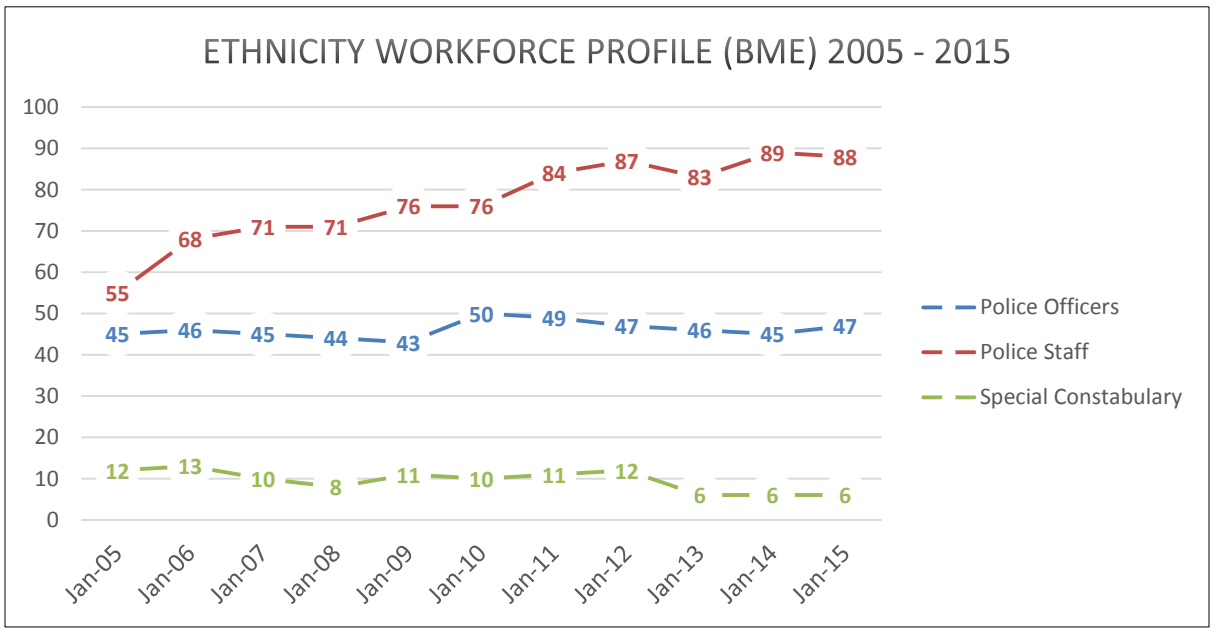
Police Staff recruitment

9. A total of 85 police staff have been appointed to substantive and fixed-term roles during the reporting period.

EQUALITY AND INCLUSION

Ethnicity

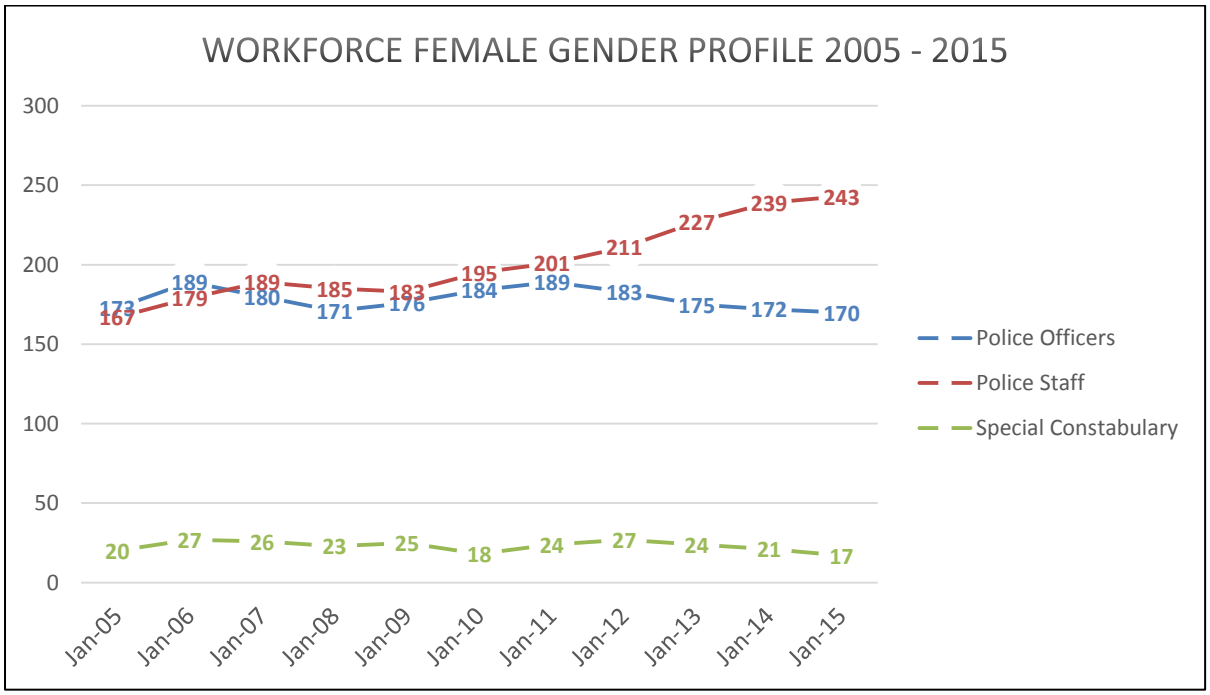
10. During the reporting period, there has been a slight increase in the number of Black and Minority Ethnic (BME) Police Officer numbers although the number has plateaued over the past five years. However, the percentage of BME officers within the Force has increased from 6% to 6.5%. With the recent transfer of the Equality, Diversity and Human Rights (EDHR) work in to human resources, (now renamed Equality and Inclusion), work is being undertaken with the College of Policing and Force staff networks to further improve the representation of BME officers within the Force.



Gender

11. During the 10 years (2005 – 2015), the number of female Police Officers has fluctuated. There has been a progressive reduction over the last 5 years, with the number now at the lowest count of 170 female officers, and 17 female special constabulary officers. However, as a percentage of officer strength, female officers representation remains at a similar level to last year (22.46% 2014, 23.38% 2015).

12. However, in comparison there has been a steady increase in the number of female Police Staff, with a noticeable increase over the last 5 years, with the number now at the highest count of 243 female staff; 55.94% 2014, 61.36% 2015.



Disability

13. There are currently 33 Police Officers, 25 Police Staff, and 1 Volunteer who identify themselves as having a disability.

14. Currently 52 officers and 21 staff are working under either 'recuperative' or 'restricted' duties. Restricted duties do not indicate disability as they are usually advised as a temporary solution following consultation with the Occupational Health Service to assist staff to return to work following injury or illness. All restricted and recuperative duties are regularly reviewed and managed as part of sickness absence management.

Sexual Orientation

15. All Police Officers and Police Staff are invited to define their sexual orientation on application to the City of London Police. Across the workforce 18 staff have identified themselves as either Lesbian or Gay, the Force does not currently capture data on staff who identify as Bisexual, but through work with Stonewall, we will be looking to collect this data moving forward. However, many staff choose not to answer this question at the recruitment stage or as part of keeping their information up to date via HR Self Service.

Age

16. The current age profile of the workforce ranges between 20 and 60+. There are 23 Police Staff over the age of 60 and 383 between the ages of 20 and 60.

17. The age of Police Officers ranges between 21 and 60, with no officers over the age of 60 years. Some Police Officers can retire once 30 years' service has been completed and the Force currently has 18 Officers who are eligible to retire immediately and a further 10 officers who can retire up to December 2015.

Religion and belief

18. Currently 35% of the total workforce (Police Officers and Police Staff) identify themselves as 'Christian'; 2.8% as 'Muslim'; 2.8% as 'another religion'; 22.5% as having no religious belief and 36.9% have chosen not to disclose their religion or belief.

SICKNESS ABSENCE MANAGEMENT

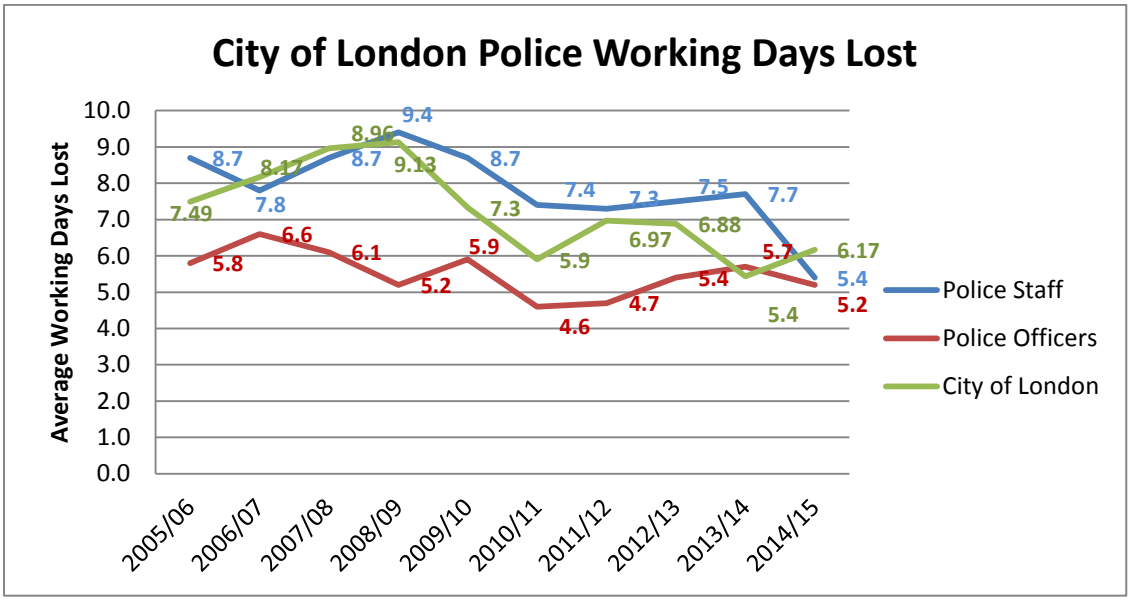
19. The Home Office and Her Majesty's Inspectorate of Constabulary (HMIC) monitor sickness absence by working hours lost against 'available working hours'. During 2014/15, working hours lost were 36,880 for Police Officers and 20,174 for Police Staff. In percentage terms, (working time lost / contracted hours available) this is 2.43% for Police Officers and 2.73% for Police Staff, these figures indicate a decrease against the previous reporting period which for 2013/14 were reported as 2.81% for police officers and 3.77% for police staff.

20. The City of London and other organisations use working days lost as a comparator. The average working days lost figure for officers is 5.2 against a national target of 6 and for staff 5.4 against a national target of 7.

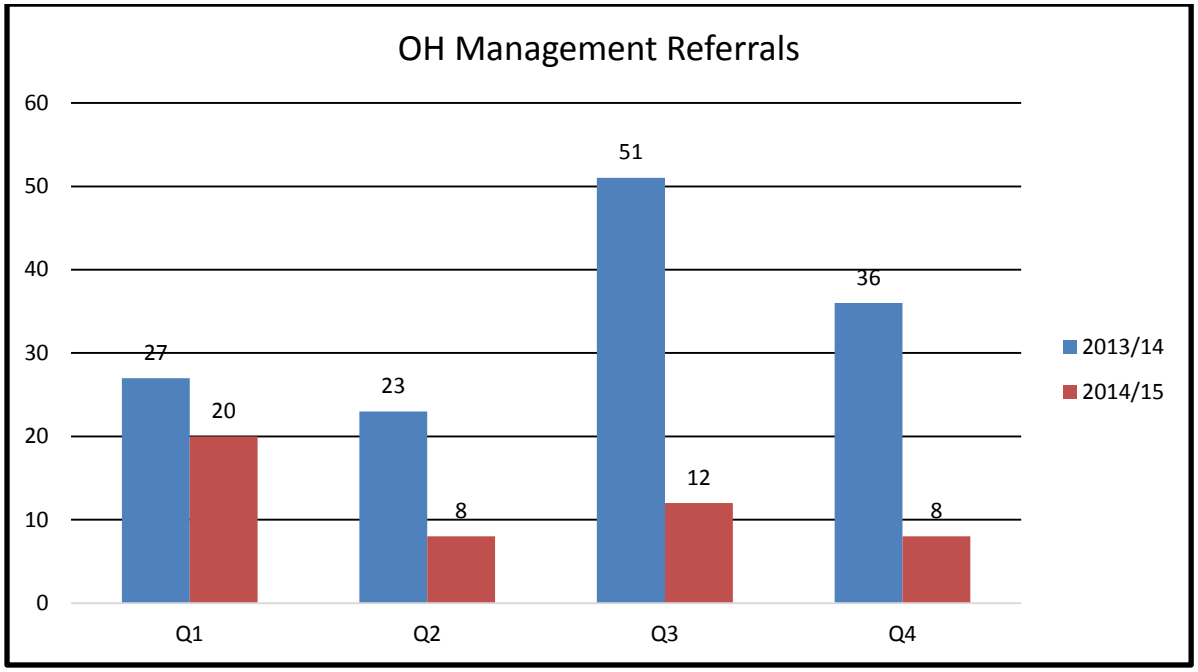
21. The chart below provides a comparison between City of London Police and City of London Corporation average working days lost. It is noted that City of London Corporation has seen a downwards trend from 9.13 (2008/9) to 6.17

(rounded) (2014/15). City of London Police (staff) has also seen a decrease but on a larger scale from 9.4 (2008/09) to 5.4 (2014/15).

22. Police Officer sickness levels have fluctuated but have fallen this year following a series of rises.



23. The reporting of Occupational Health referrals changed to quarterly reporting during 2014/15, and therefore this has been reflected in the management information contained in this report. The overall number of referrals has decreased in comparison to the same period during 2013/14, however this correlates to a general decrease in the sickness absence figures reported for 2014/15. A robust training programme in sickness absence management for managers and supervisors was delivered at the end of 2014 by the HR department, as well as a roll out of training in the Unsatisfactory Performance Procedure (UPP) which is the procedure used to manage underperformance in sickness and capability for Police Officers, in March and April 2015.



GRIEVANCES AND EMPLOYMENT TRIBUNALS

24. During the reporting period a total of 8 grievances have been raised which comprised 6 grievances from Police Staff and 2 grievances from Police Officers.

25. The City of London Police received two Employment Tribunal claims within the reporting period which related to claims of race discrimination and / or disability discrimination; cases are ongoing. One case from the previous reporting period was concluded with a small award of compensation as a result of a procedural issue.

RECOMMENDATIONS

26. Members are asked to note the report.

CONCLUSION

27. The City of London Police continues to actively manage its workforce. Both police officer and staff strength has reduced since the previous report but the percentage of BME and female officer / staff members continues to remain stable if not increase as a percentage of the workforce for both of these categories.

28. Sickness levels continue to fall as do grievance and tribunal claims. The Force has actively sought to implement sound procedures and robustly manage performance in order to ensure that the metrics in these areas continues to either remain constant or improve in what is a very challenging and uncertain environment.

29. The Force continues to face a number of significant challenges during the current period. These include continued austerity in the public sector and

changes to police officer and staff terms and conditions, such as on-going implementation of recommendations from the Winsor Review of police officer terms and conditions.

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Committee(s): Police Performance and Resource Management Sub-Committee	**Date(s)**: 30th June 2015	
Subject: Performance against Targets in the Policing Plan 2014-17 for the period 1st April 2014 – 31st March 2015		**Public**
Report of: Commissioner of Police POL 31/15		**For Information**
Ward (only if appropriate):		

Summary

1. This report summarises performance against the Policing Plan 2014-17 for the 2014-15 financial year.
2. At the end of March 2015, of the 18 policing plan targets, 14 had been achieved and 4 were not achieved. Measure 1.4.1c was to monitor levels of satisfaction and therefore a grading of achieved or not achieved is not appropriate.

1.1.1a Ensure that at least 90% of people surveyed consider the City of London Police is prepared and capable of policing the terrorist threat effectively	ACHIEVED
1.1.1b Deploy intelligence led, high visibility policing operations to counter the terrorism threat and reassure the public	ACHIEVED
1.2.1a Support the City of London Corporation's casualty reduction target through enforcement and education activities, particularly with regard to pedal cycles	ACHIEVED
1.2.1.b Increase the number of uninsured vehicles seized and unlicensed drivers apprehended compared to 2013-14	ACHIEVED
1.3.1a Meet all national requirements for public order mobilisation to support the SPR	ACHIEVED
1.3.1b Ensure that at least 90% of those surveyed are satisfied with the information received in relation to pre-planned events and with how those events were ultimately policed	ACHIEVED
1.4.1a Reduce levels of victim-based violent crime compared to 2013-14	NOT ACHIEVED
1.4.1b Reduce levels of victim-based acquisitive crime compared to 2013-14	ACHIEVED
1.4.1c Measure victims' satisfaction with the outcome of their crime	NOT APPLICABLE
1.5.1a Reduce the number of antisocial behaviour incidents compared to 2013-14	ACHIEVED
1.5.1b Ensure that at least 90% of those reporting antisocial behaviour are satisfied with the service provided by the police	ACHIEVED
1.6.1a Ensure that at least 90% of victims of fraud investigated by CoLP are satisfied with the service provided	NOT ACHIEVED
1.6.1b Ensure that City fraud crime investigated by ECD results in a positive action whether through offender disposal, prevention or disruption	ACHIEVED

1.7.1a Increase by 20% the number of investigators trained by the Fraud Academy compared to 2013-14	ACHIEVED
1.7.1b Increase the number of high priority OCGs using fraud disrupted through national partnerships with national law enforcement agencies	ACHIEVED
1.7.1c Increase the value of fraud prevented through interventions compared to 2013-14	ACHIEVED
1.7.1d Ensure that at least 90% of victims are satisfied with the Action Fraud reporting service	ACHIEVED
1.8.1a Ensure that at least 90% of victims of crime are satisfied with the service provided by CoLP	NOT ACHIEVED
1.8.1b Ensure at least 90% of City street population surveyed consider the police in the City of London are doing a good or excellent job	NOT ACHIEVED

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 2014-17 for the period 1st April 2014 – 31st March 2015. All relevant performance information is contained within Appendix 'A'. Normally only those targets that were not achieved appear in the body of the report itself; however, target 1.2.1.a (supporting the City of London's roads casualty reduction target) has been included as it relates to an outstanding reference from your Sub Committee meeting in March 2015.

2. As previous reports, this performance report includes a brief overview of Force performance that is not covered by specific targets.

3. The traffic light system used to assess performance at the end of the performance year is self explanatory, with targets either being assessed as 'achieved' or 'not achieved'.

Current Position

Overview of Force Performance

4. A comparison with the same period in 2013-14 shows that between 1st April and 31st March 2015:

   - Total victim-based crime (which includes violence against the person, sexual offences, robbery, burglary, theft and criminal damage) stood at

4,492 offences compared to 4,609 offences at the same point in 2013/14 (117 fewer offences representing a reduction of 2.5%).

- Crimes against statute, which includes drugs offences, possession of weapons, public order offences and 'miscellaneous crimes against society'[1], decreased slightly from 832 offences at the end of March 2013/14 to 826 at the end of March 2015.

- At the end of the reporting period, total notifiable crime stood at 5,318 offences compared to 5,441 offences at the same point the previous year, 123 fewer crimes, representing a reduction of 2.3%. Whilst this might seem a low amount, it should be noted that this is the 14th consecutive year that the Force has managed to reduce overall levels of crime. Over that period of time, levels of recorded crime have reduced by almost 50% (from 10,098 crimes in 2001/2).

5. In addition to those items reported in the previous 3 quarterly reports, notable Force achievements and activities during the final 3 months of the financial year include:

- The successful prosecution of two individuals who ran a boiler room fraud that defrauded money from over 30 victims.

- The arrest of an individual following a joint operation between the Overseas Anti-corruption Unit and Norwegian authorities to uncover the bribery of a public official engaged in procuring 6 ex-naval vessels.

- Transport for London (TfL) celebrated the first anniversary of a permanent multiagency team (of which the Force is a key partner) dedicated to enforcing non-compliant and dangerous commercial vehicles on the road. The Industrial HGV taskforce has stopped over 3400 vehicles, 40 of which have been seized and issued over 800 fixed penalty notices. The taskforce was later recognised by the industry by receiving the Carmen's Company RLC Safety Award for 2014 for outstanding contribution to transport safety. Data specific to the City of London is not available unfortunately; however, from April 2015 the Force has set up its own Commercial Vehicles Unit that will be able to provide details for the City in the future.

- The Dedicated Cheque and Plastic Card Unit closed a hugely successful 18 month operation targeting Romanian organised criminal gangs operating in the UK. It lead to 32 prosecutions, the disruption of 5 organised crime groups, the recovery of 52,812 compromised card numbers and saved the banking industry an estimated £23.2m.

- The jailing of a prolific offender for 8 years for robbery and firearms offences following a successful joint operation with the MPS. .

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

- The successful prosecution of a serial offender who received a 10 year prison sentence at the Old Bailey for offences committed of theft, assault and sexual assault committed in the City

- Know Fraud and the National Fraud Intelligence Bureau loaded its 1 millionth fraud report onto its databases.

Target Performance

6. **1.2.1a - Support the City of London Corporation's casualty reduction target through enforcement and education activities, particularly with regard to pedal cycles.** Although this target has been achieved by the Force delivering all planned roads policing education and enforcement campaigns over the course of the year, and fewer road casualties being recorded than the previous year, a question was raised by Members relating to the increase in use of pedal cycles on London's roads. It has not been possible to obtain data specific to the City of London, however, Transport for London (TfL) reports that across the TfL network, cycling levels during quarter 3 of 2014/15 (September to December) were 10% higher than at the same point the previous year and the highest since records began in 2000. At the end of March 2015, TfL were predicting a 12% increase compared to the previous financial year. For London as a whole this equates to 610,000 cycle journeys per day, or 23 million over the course of the year.

7. Within the congestion charging zone over 170,000 cycle journeys per day are being made, with cycles now representing 16% of all traffic in Central London, rising to over 25% on main routes at peak times. At Theobalds Road, near Holborn, a recent survey recorded cycles made up 64% of all vehicles heading west between 0700 and 0900. London Bridge averaged 660 cycles per hour (0600 – 0800) or 47% of vehicles.

8. Despite these increases, and the particular vulnerability of cyclists, the level of journeys ending in death or serious injury has reduced over the years from 1 in every 434,000 (2006) to 1 in every 515,000 in 2014/15.[2]

9. **1.4.1a – Reduce levels of victim based violent crime compared to 2013-14**. Throughout the year the Force has highlighted that this would be a very difficult target to achieve. Members will be aware, both from reports and attendance at Force performance meetings, that this area of criminality has been the focus of sustained and concentrated activity throughout the year, with all tactical options being fully considered at every Performance Management Group.

10. The Force ended the performance year recording 85 more offences of victim based violent crime compared with 2013-14 (750 offences compared to 665, an increase of 13/1%). Within this category, violence with injury was broadly stable (1 less offence compared to the previous year) but violence without injury showed an increase of 84 offences (from 264 to 348 offences, an

[2] All data taken from Transport for London website and performance reports.

increase of 31.8%). This mirrors the national trend and our analysis showed the increase was driven by harassment offences, fuelled by social media activity. The Force is working with businesses to provide advice to employees on how to protect themselves from such offences. Sexual offences showed a small overall increase of 1 offence (59 offences at the end of March 2015 compared to 58 at the end of March 2014).

11. Members will be aware that no targets have been set for 2015/16, in common with many other police forces; however, the Force will continue to monitor closely and address issues of violent crime and report levels to your Sub Committee for oversight and scrutiny.

12. **1.6.1a Ensure that at least 90% of victims of fraud investigated by the City of London Police are satisfied with the service provided.** Members will recall that this was a new target for 2014/15 with no benchmark. It has been highlighted in previous reports that in retrospect, setting the level at 90% for consistency with other satisfaction targets was optimistic. The first quarter's results were disappointing, principally due to the fact that of the 20 people who said they were dissatisfied, 19 came from the same case where the matter had been closed as 'investigation incomplete'. In common with other satisfaction measures, this target has also suffered from poor response rates resulting in very small sample sizes. Whilst improvements have been recorded to satisfaction rates over the course of year, it has been apparent from the end of the first quarter that this target could not be achieved. However, by having this as a measure, it has highlighted issues that the Economic Crime Directorate has been able to address to improve its service to victims.

13. **1.8.1a Ensure that at least 90% of victims of crime are satisfied with the service provided by the police**. As measure 1.6.1a above, Members will be aware from previous reports throughout the year that this target would not be achieved by year end. Similar to the victim of fraud satisfaction measure, relatively poor results at the ends of quarters 1 and 2 meant that even if the Force had managed to achieve close to 100% satisfaction levels, this target still would not have been achieved. This is unfortunate as within some of the individual survey categories the Force has actually performed extremely well (94.4% for ease of contact, 93.6% for treatment). However, those results have been adversely affected by low rates of satisfaction around actions taken (76.3%) and follow up (81.6%), resulting in the overall satisfaction level being 84.1% at the end of March 2015, which is actually an improvement on the 83.9% recorded at the end of the previous financial year.

14. The Force includes victims of theft in its surveys, without which the sample size of respondents would be extremely low. Using the Home Office categories only (burglary, vehicle crime, assault), the overall satisfaction level is 86.9% (compared to the national average of 84.6%).

15. **1.8.1b Ensure that at least 90% of the street population surveyed believe the police in the City of London are doing a good or excellent job**. In common with the previous two targets, Members will be aware from previous reports that this target would not be achieved by year end. At the end of the

March 2015, the overall level achieved was 87.7%, a very high level of satisfaction but below the set target of 90%.

16. Again, previous reports have highlighted the issues inherently associated with street surveys; to repeat those, anyone can be approached and will include people who have not been a victim of crime and will therefore have very little experience of the police, either their home force or the City of London Police. Others, who may have been a victim of crime elsewhere inevitably bring wider experiences of the police service (from their home forces) to bear in their responses, even though every effort is made to make clear responses should only be made in relation to the City of London Police. Members will be aware that this survey has been replaced with a much more comprehensive assessment of perception and confidence through the Community Survey that will run twice yearly.

17. A comment was included in the third quarter report to your Sub Committee, which remains relevant for this end of year report. Whilst the Force did not achieve 3 of its satisfaction targets, setting such challenging targets is testament to the Force's sense of professionalism and aspiration. Over recent years, the Force has steadily increased its satisfaction targets from 80%, through to 85% to the 90% set for 2014/15. Although that level was not achieved in 3 areas, satisfaction levels remain high. The Force will continue to monitor closely satisfaction levels over the course of 2015/16; even though there are no formal targets, the Force will continue to act on all feedback received to improve its service to victims and the community.

Background Papers:

- **Appendix 'A' Performance Summary**

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APPENDIX A – PERFORMANCE SUMMARY FOR 1st APRIL 2014 – 31st MARCH 2015

PERFORMANCE INDICATOR: 1.1.1. Protect the City of London from terrorism and extremism	
TARGET	**1.1.1a**. To ensure that at least 90% of people surveyed consider the City of London Police is prepared and capable of policing the terrorist threat effectively
TARGET OWNER	Crime Investigation Directorate
AIM/RATIONALE	**Measure carried forward from 2013-14**. This target was first adopted in 2013-14 to build on a former measure that focused purely on attendees at Griffin[3] and Argus[4] events. The Force always performed well against that target, so it was proposed to expand it to incorporate the views of a broader audience. This measure will highlight what work needs to be done to ensure that the community feels reassured that the Force is capable and prepared to deal with the threat from terrorism.
DEFINITIONS	Engagement: A Prevent engagement is any activity or interaction with the community where Prevent is either the primary theme or forms a significant part of a wider related theme.
BASELINE	94.45% was achieved in 2013/14.
MEASUREMENT	By survey (following each GRIFFIN/ARGUS event) and quarterly street surveys. The quarterly percentage average will be the Argus/Griffin percentages added to the Street Survey Percentage.
DATA SOURCE	CT Section to supply GRIFFIN/ARGUS survey results monthly; PIU to supply street survey results quarterly
TRAFFIC LIGHT	**ACHIEVED**

END OF YEAR POSITION

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Number Griffin Attendees	62	53	58	43	46	60	57	58	45	0	52	60
Percentage consider Force capable	99%	100%	96%	100%	98%	99%	99%	100%	98%	-	98%	98%
Number Argus Attendees	20	12	41	80	0	87	95	113	72	30	57	116
Percentage consider Force capable	100%	100%	100%	100%	n/a	100%	99%	100%	100%	97%	100%	100%
Street Survey (Quarterly)	90% (144/160)			85.7% (138/161)			87.1% (135/155)			80.6% (133/165)		
Quarterly Average	**95.3% (387/406)**			**94.7% (452/477)**			**96.1% (572/595)**			**92.7% (445/480)**		
Cumulative Average	**95.3% (387/406)**			**95.0% (839/883)**			**95.4% (1411/1478)**			**94.7% (1856/1958)**		

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

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

NB

1. The question asked of Griffin and ARGUS attendees states: “After attending Project Griffin/ARGUS I am confident in the City of London Police’s ability to deal effectively with a terrorist or major incident” rather than the form of words used above, with ‘Agree’ and ‘Strongly Agree’ answers contributing to a positive score.

STREET DATA only

Q1: 90% (144/160) had confidence in the CoLP’s ability to effectively police counter terrorism

Q2: 85.7% (138/161) had confidence in the CoLP’s ability to effectively police counter terrorism

Q3: 87.1% (135/155) had confidence in the CoLP’s ability to effectively police counter terrorism

Q4: 80.6% (133/165) had confidence in the CoLP’s ability to effectively police counter terrorism

YEARLY AVERAGE: 85.8% (550/641)

PERFORMANCE INDICATOR: 1.1.1. Protect the City of London from terrorism and extremism	
TARGET	**1.1.1b**. To deploy intelligence led, high visibility policing operations to counter the terrorism threat and reassure the public
TARGET OWNER	Uniform Policing Directorate
AIM/RATIONALE	**This measure is carried forward from 2013-14**. It ensures that sufficient deployments are delivered appropriate to the threat level and that the public feel reassured that the Force is able to protect the City against the terrorist threat
DEFINITIONS	**Intelligence led, high visibility policing operation**: deployments which are based on a number of factors, including specific and/or generic threat reporting, previously identified activity (including hostile reconnaissance (op Lightning) reports, potential target areas or premises (including CNI and iconic sites). The **high visibility** aspect relates to overt policing tactics that are designed to detect and/or deter criminal activity whilst also providing reassurance to the public.
BASELINE	**1635 hours per calendar month**
MEASUREMENT	(1) To be assessed against the number of hours tasked to CT options and the number of hours delivered (2) CT Measure 1 will be used to assess the extent to which the public feel reassured (3) Narrative details of operations supplied by UPD
DATA SOURCE	UPD Spreadsheet
TRAFFIC LIGHT	**ACHIEVED**
END OF YEAR POSITION	

Month	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Hours tasked	1635	1635	1635	1635	1635	1635	1635	1635	1635	1635	1635	1635
Hours delivered	1645*	1428*	1492*	1983*	1419*	1294*	1843*	2178*	2183	1920	1874	4444
Cumulative tasked	1635	3270	4905	6540	8175	9810	11445	13080	14715	16350	17985	19620
Cumulative delivered	1645	3073	4565	6548	7967	9261	11104	13282	15465	17385	19259	23703
YTD average	1645	1536	1522	1637	1593	1543	1586	1660	1718	1738	1750	1975
Traffic Light for Month	GREEN	AMBER	AMBER	GREEN	AMBER	AMBER	AMBER	GREEN	GREEN	GREEN	GREEN	GREEN

*These figures do not include dedicated E1 patrols - directed patrols of specific iconic sites in the City designed as a high visibility counter terrorism measure and were removed from an assessment of the target as the number of hours ran into several thousand per month.

PERFORMANCE INDICATOR: 1.2.1. Improve Road Safety	
TARGET	**1.2.1a.** To support the City of London Corporation's casualty reduction target through enforcement and education activities, particularly with regard to pedal cycles
TARGET OWNER	Uniform Policing Directorate
AIM/RATIONALE	**This measure is carried forward from 2013-14**, however, it has been slightly amended to incorporate a focus on pedal cyclists. City of London's KSI target is to reduce the number of persons killed or seriously injured in RTCs to a three year rolling average of 24.7 by 2020. The aim of this measure is to support the City in achieving that target through enforcement and education activities.
DEFINITIONS	An enforcement/education activity is defined as any activity aimed at road users (drivers, cyclists, pedestrians) which is intended to educate road users for better or more responsible road use or is intended to enforce the law. Examples include Operations Atrium and Giant.
BASELINE	Not applicable
MEASUREMENT	Assessed against delivery plan, reported to PMG monthly. Additionally, KSI figures from City of London Corporation will indicate whether this measure is succeeding, together with success in the following policing plan targets, SF2.
DATA SOURCE	UPD (for details of activities) and PIU (CRS database)
TRAFFIC LIGHT	**ACHIEVED**
END OF YEAR POSITION	

Over the course of the year, the Force has reported completion of all taskings and operations relating to roads policing. Those operations have focused primarily on speeding, use of mobile phones whilst driving and careless driving. Over the course of the final three months of the year (which has not been reported to the Police Performance and Resources Sub Committee) the Force has conducted more speed infringement operations and 'days of action' including partnership work with the Metropolitan Police Service. Those operations have been complemented with TISPOL seatbelt campaigns, Capital Cycle Safe, leaflet drops and operations based on educating road users.

People killed or seriously injured in RTC: **TABLE PRESENTED FOR INFORMATION PURPOSES ONLY**

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	FYTD
2013/14	3	4	6	10	3	3	6	10	4	3	3	6	64
2014/15	6	8	4	6	3	4	4	6	7	3	2	0	54

PERFORMANCE INDICATOR: 1.2.1. Improve Road Safety	
TARGET	**1.2.1b.** To increase the number of uninsured vehicles seized and unlicensed drivers apprehended compared to 2012-13
TARGET OWNER	Uniform Policing Directorate
AIM/RATIONALE	**This measure is carried forward from 2013-14**. By targeting uninsured and unlicensed vehicles and impounding them, the Force is reducing the potential risk of those vehicles being involved in incidents. It could also act as a deterrent to uninsured drivers travelling to or through the City of London. Those road users that are prepared to flout these laws are likely to engage in other criminality, and by targeting them the Force has an opportunity to make an impact on crime in general.
DEFINITIONS	N/A
BASELINE	498 was achieved in 2013/14
MEASUREMENT	Monthly based on number of vehicles seized and drivers apprehended
DATA SOURCE	UPD (information not available centrally)
TRAFFIC LIGHT	**ACHIEVED**
END OF YEAR POSITION	

Month	No Insurance	Ins & No D/L	No D/L	Other	Monthly Total	2014/15 Total	2013/14 Total = Target
April	17	4	2	**14**	**37**	**37**	**27**
May	18	4	3	**7**	**32**	**69**	**69**
June	22	2	5	**6**	**35**	**104**	**109**
July	15	12	8	**3**	**38**	**142**	**145**
August	24	6	3	**3**	**36**	**178**	**184**
September	35	1	4	**9**	**49**	**227**	**216**
October	25	4	3	**6**	**38**	**265**	**273**
November	20	9	4	**3**	**36**	**301**	**304**
December	28	6	8	**5**	**47**	**348**	**347**
January	45	13	6	**8**	**72**	**420**	**401**
February	17	8	5	**6**	**36**	**456**	**442**
March	22	12	4	**10**	**48**	**504**	**498**

PERFORMANCE INDICATOR: 1.3.1. Respond effectively to public disorder	
TARGET	**1.3.1a.** To meet all national requirements for public order mobilisation in support of the Strategic Policing Requirement
TARGET OWNER	Uniform Policing Directorate
AIM/RATIONALE	**This measure is carried forward from 2013-14**. To protect the City effectively the Force requires that a number of suitably trained and equipped officers can be deployed to deal with public order incidents, at a variety of levels: this can range from local specialist support around 'night time economy' venues to large-scale pan-London events.
DEFINITIONS	National Requirement: Two Level 2 PSUs (1 Insp, 3 sergeants and 21 PCs), the first to be deployed within 4 hours, the second, within 24 hours. There is no national definition relating to duration of deployments, the Force stipulates 24 hours for both PSUs. Locally, the Force has decided to maintain 3 PSUs to support its national requirement.
BASELINE	3 PSUs (= 3 inspectors, 9 sergeants and 63 PCs) The Force has managed to maintain these levels throughout 2014 to date.
MEASUREMENT	HR to report monthly on the number of officers trained to Public Order levels 1/2. Call out testing to be completed twice during the year.
DATA SOURCE	HR (number of officers trained – not available from central systems) UPD (details of mobilisation – not available from central systems)
TRAFFIC LIGHT	**ACHIEVED**
END OF YEAR POSITION	

	Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15
No. of officers PO level 1/2 trained	**L1 / L2**	**L1 / L2**	**L1 / L2**	**L1/L2**	**L1 / L2**	**L1 / L2**	**L1 / L2**	**L1 / L2**	**L1 / L2**	**L1 / L2**	**L1 / L2**	**L1 / L2**
Inspectors	**1 / 5**	**1 / 5**	**1 / 5**	**1 / 5**	**1 / 5**	**1/5**	**1/4**	**1/4**	**2/6**	**2/6**	**2/6**	**2/6**
Sergeants	**5 / 11**	**5 / 11**	**5 / 11**	**5 / 11**	**5 / 11**	**5/12**	**5/12**	**5/12**	**5/11**	**5/11**	**5/11**	**5/11**
PCs	**32 / 68**	**32 / 68**	**32 / 68**	**32 / 68**	**32 / 68**	**32/67**	**32/68**	**32/68**	**29/48**	**29/48**	**29/48**	**29/48**
Traffic Light	**GREEN**	**GREEN**	**GREEN**	**GREEN**	**GREEN**	**GREEN**	**GREEN**	**GREEN**	**GREEN**	**GREEN**	**GREEN**	**GREEN**

Telephone Mobilisation – July 2014 – Late notice BENBOW mobilisation. 1/3/23 with 2 additional medics. This completes the telephone mobilisations for 2014.

PERFORMANCE INDICATOR: 1.3.1. Respond effectively to public disorder	
TARGET	**1.3.1b.** To ensure that at least 90% of those surveyed are satisfied with the information provided to them about large scale, pre-planned events, and with how those events were ultimately policed
TARGET OWNER	Uniform Policing Directorate
AIM/RATIONALE	**This measure is carried forward from 2013-14**, although the level has been increased from 85% to 90% and satisfaction with how an event was actually policed has been added. The purpose of the measure is to promote community satisfaction and effective engagement and highlight where improvements might need to be made. The two events used to assess the current measure were Baroness Thatcher's funeral and the G8 conference, recording respectively satisfaction levels of 93% and 87%. 90% is, therefore, a suitably challenging target, especially when it is considered that the additional factor of satisfaction post the event has been added and for which there is no current baseline.
DEFINITIONS	**Event**: For the purposes of this measure, an "event" is defined as one where multiple Police Support Units (PSU) or serials are deployed and a "Bronze Community" is in place with a tactical plan to coordinate engagement with residents and businesses
BASELINE	90% of residents/businesses satisfied with information received
MEASUREMENT	Results from VOCAL and iModus surveys
DATA SOURCE	UPD (information not available from central systems)
TRAFFIC LIGHT	**ACHIEVED**
END OF YEAR POSITION	

Event	Date	Satisfaction rate	Traffic Light
350th Anniversary – Royal Marines	July 2014	94%	GREEN
Tour of Britain	September 2014	95.3%	GREEN
Lord Mayor's Show	November 2014	86.1%	RED
Smithfield Meat Market Christmas Campaign	December 2014	82.2%	RED
The Service for Afghanistan	March 2015	92.16%	GREEN

Only one survey conducted related to the communication prior to this year's LMS. 86.1% of respondents stated they were either satisfied or very satisfied. It did not capture the views on policing the event.

There were 115 responses. Of this number 22 respondents were neither in the City at the time, nor do they live in the City.
For those respondents who were either impartial or not satisfied reasons related to issues outside of what the survey was trying to capture. For example, one respondent was unhappy with the traffic the LMS causes each year. Another business respondent was unhappy that they were not asked to be more involved in the parade rather

than just be notified that it is happening. Another was that the respondent was unaware of the route. Full breakdown and report relating to the survey has been provided to A/Supt of communities and Directorate Head.

Current average for this measure is presented in the table below:

Event	350th Anniversary – Royal Marines	Tour of Britain	Lord Mayor's Show	Smithfield Christmas Campaign	The Service for Afghanistan	Totals
Number of responses	135	143	115	73	217	683
Total Very satisfied	78	55	42	27	136	338
Total Satisfied	48	76	57	33	64	278
Satisfaction rate	93.33%	91.60%	86.08%	82.19%	92.2%	90.19%

Total number of responses	683
Total number satisfied	616
Overall Satisfaction rate	**90.19%**

PERFORMANCE INDICATOR: 1.4.1. Reduce Crime	
TARGET	**1.4.1a.** To reduce levels of victim-based violent crime compared to 2013-14
TARGET OWNER	Uniform Policing Directorate
AIM/RATIONALE	**This measure is carried forward from 2013-14**. It supports local and national priorities to reduce crime; an analysis of crime in the City shows that the two crime categories which represent the greatest harm to the City community and the greatest volume of crimes are victim-based violent crime and victim-based acquisitive crime respectively. By targeting these two areas the Force is impacting on the two main categories of volume crime committed in the City. Over the course of 2013, achieving this target has been extremely difficult; it is very unlikely that the Force will meet the target by the end of the current performance year. A reduction on 2013-14 levels is, therefore, considered suitably challenging.
DEFINITIONS	Categories of crime constituting victim based violent crime: violence with injury; violence without injury, sexual offences and robbery.
BASELINE	**665**
MEASUREMENT	Monthly based on recorded crime statistics
DATA SOURCE	Performance Information Unit (I&I)
TRAFFIC LIGHT	**NOT ACHIEVED**
END OF YEAR POSITION	

Victim Based Violence	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2013-14 (month)	51	49	63	36	54	50	60	59	69	51	58	65
2014-15 (month)	57	46	52	54	59	52	75	78	77	62	68	70
Change (month)	**6**	**-3**	**-11**	**18**	**5**	**2**	**15**	**19**	**8**	**11**	**10**	**5**
	11.8%	**-6.1%**	**-17.5%**	**50.0%**	**9.3%**	**4.0%**	**25.0%**	**32.2%**	**11.6%**	**21.6%**	**17.2%**	**7.7%**
2013-14 (YTD)	51	100	163	199	253	303	363	422	491	542	600	665
2014-15 (YTD)	57	103	155	209	268	320	395	473	550	612	680	750
Change (YTD)	**6**	**3**	**-8**	**10**	**15**	**17**	**32**	**51**	**59**	**70**	**80**	**85**
	11.8%	**3.0%**	**-4.9%**	**5.0%**	**5.9%**	**5.6%**	**8.8%**	**12.1%**	**12.0%**	**12.9%**	**13.3%**	**12.8%**
YTD Target	55	111	166	221	277	332	387	443	498	553	609	664
Variance from Target	**2**	**-8**	**-11**	**-12**	**-9**	**-12**	**8**	**30**	**52**	**59**	**71**	**86**

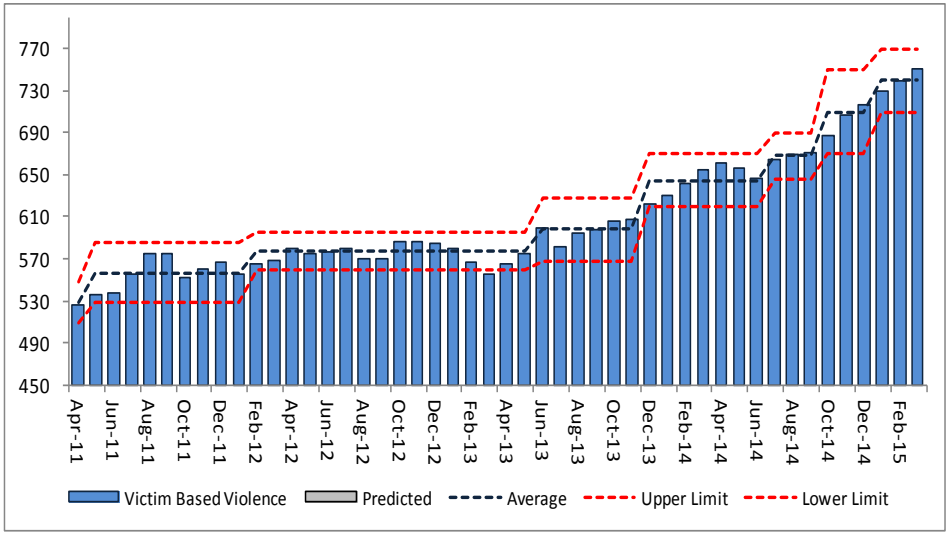

Figure 1: Victim based violence based on 12 rolling month data

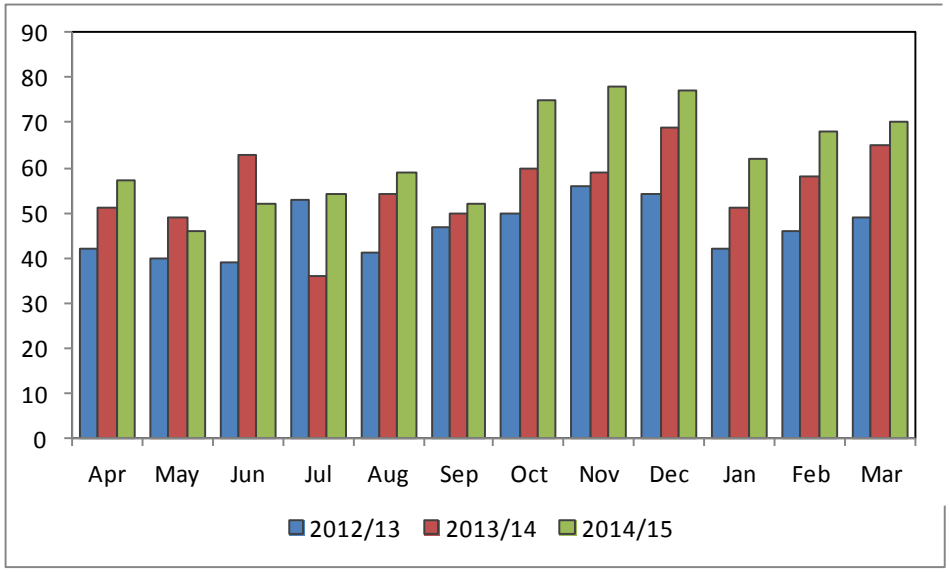

Figure 2: Average required to meet target against previous monthly performance

At the end of the FY year the Force was over its FY Victim Based Violent Crime target of 664 by 86 (13.1%) crimes (750).

Since July 2014 this FY the monthly Violent Based Victim Crimes has been higher than those previously reported in the last 2 FY monthly figures. July, Oct & Nov show a higher increase when compared to last FY.

The majority of the increase was due to offences recorded under Violence w/o Injury, FY 2104/15 recorded 348 offences compared to 264 in FY 2013/14. 43 Violence w/o Injury offences were recorded during Nov 14, which is the highest ever monthly figure recorded over the last 6 FY.

Monthly Totals	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2009-10	31	22	22	31	15	19	37	26	28	28	18	23
2010-11	17	16	13	15	13	20	16	17	15	26	21	20
2011-12	20	21	16	26	24	16	15	30	32	27	30	18
2012-13	14	22	18	20	22	23	23	16	13	23	24	15
2013-14	17	26	24	18	25	15	20	20	24	16	20	31
2014-15	25	18	21	25	31	24	37	43	30	25	32	37

Table1: Showing Monthly Violence w/o Injury figures for the last 6 FY.

Table 2 is showing the percentage of how the different category within victim based violent crime contributed to the FY year crime total. During 2013/14 violence with Injury was the key contributor while during 2014/15 Violence w/o is in the lead closely followed by Violence with Injury

Victim Based Violent Crime	2013/14		2014/14	
Homicide	0	0.0%	1	0.1%
Violence with Injury	343	51.6%	342	45.6%
Violence Without Injury	264	39.7%	348	46.4%
Rape	11	1.7%	16	2.1%
Other Sexual Offences	47	7.1%	43	5.7%
Total	665		750	

Table 2: Showing Violent Crime sub category percentage breakdown per FY.

PERFORMANCE INDICATOR: 1.4.1. Reduce Crime	
TARGET	**1.4.1b.** To reduce levels of victim-based acquisitive crime compared to 2013 -14
TARGET OWNER	Crime Investigation Directorate
AIM/RATIONALE	**This measure is carried forward from 2013-14**. As the previous target, it supports local and national priorities to reduce crime; an analysis of crime in the City shows that the two crime categories which represent the greatest harm to the City community and the greatest volume of crimes are victim-based violent crime and victim-based acquisitive crime respectively. By targeting these two areas the Force is impacting on the two main categories of volume crime committed in the City. Whilst the Force might achieve this target by the end of March, current indications are that a 1.7% rise might be recorded. As with violent crime, therefore, a reduction on 2013-14 levels is considered a suitably challenging target.
DEFINITIONS	Categories of crime constituting victim based acquisitive crime: robbery, vehicle crime and theft
MEASUREMENT	Monthly based on recorded crime statistics
DATA SOURCE	Performance Information Unit (I&I)
TRAFFIC LIGHT	**ACHIEVED**
END OF YEAR POSITION	

Victim Based Acquisitive	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2013-14 (month)	345	313	319	344	287	281	346	305	257	252	308	342
2014-15 (month)	314	275	272	319	312	302	325	287	297	262	271	299
Change (month)	**-31**	**-38**	**-47**	**-25**	**25**	**21**	**-21**	**-18**	**40**	**10**	**-37**	**-43**
	-9.0%	**-12.1%**	**-14.7%**	**-7.3%**	**8.7%**	**7.5%**	**-6.1%**	**-5.9%**	**15.6%**	**4.0%**	**-12.0%**	**-12.6%**
2013-14 (YTD)	345	658	977	1321	1608	1889	2235	2540	2797	3049	3357	3699
2014-15 (YTD)	314	589	861	1180	1492	1794	2119	2406	2703	2965	3236	3535
Change (YTD)	**-31**	**-69**	**-116**	**-141**	**-116**	**-95**	**-116**	**-134**	**-94**	**-84**	**-121**	**-164**
	-9.0%	**-10.5%**	**-11.9%**	**-10.7%**	**-7.2%**	**-5.0%**	**-5.2%**	**-5.3%**	**-3.4%**	**-2.8%**	**-3.6%**	**-4.4%**
YTD Target	308	616	925	1233	1541	1849	2157	2465	2774	3082	3390	3698
Variance from Target	**6**	**-27**	**-64**	**-53**	**-49**	**-55**	**-38**	**-59**	**-71**	**-117**	**-154**	**-163**

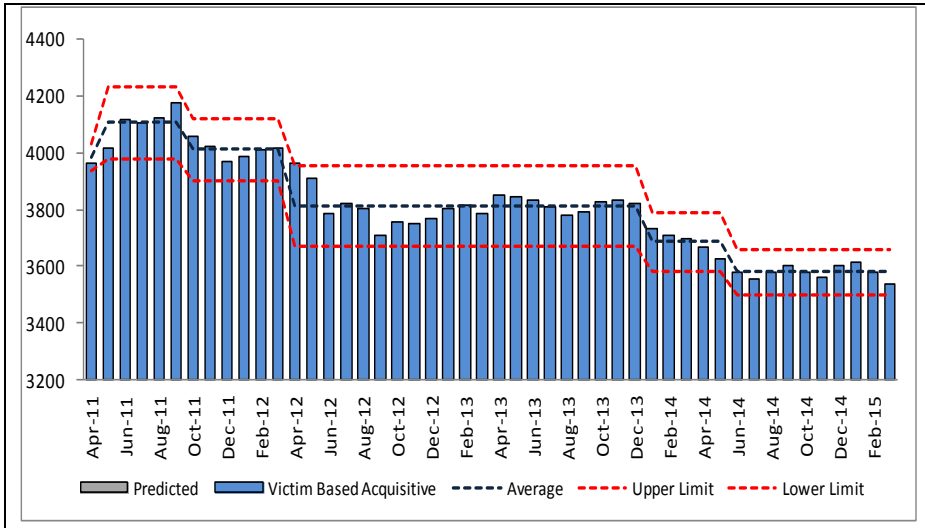

Figure 1: Victim based acquisitive crime based on 12 rolling month data

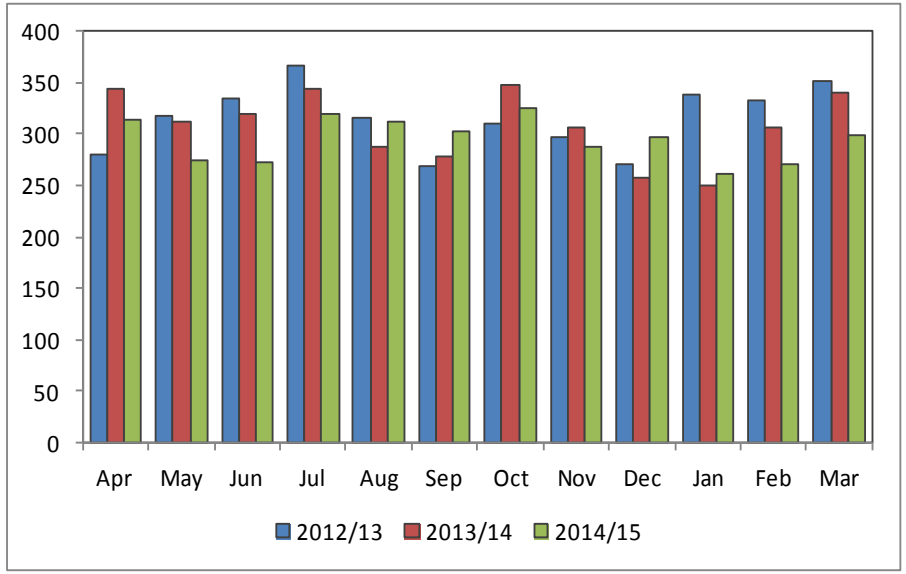

Figure 2: Last 3 financial years monthly performance

Acquisitive target was met at the end of FY 2014/15 with a reduction of 165 (4.5%) crimes.

Table 1 shows the subcategories within the Acquisitive crime where crimes in FY 2014/15 are higher than 2013/14. The percentage change is high due to The City having a relative low number of Business robberies.
Table 3 shows the number of business robberies being reported within CoLP neighbouring MET boroughs.
Table 2 shows the subcategories within the Acquisitive crime where crimes in FY 2014/15 are lower than those reported during FY 2013/14.

Robbery of Business Property	1	5	+ 4	+ 400.0%
Burglary in a Dwelling	24	26	+ 2	+ 8.3%
Vehicle Offences	129	196	+ 67	+ 51.9%
Bicycle Theft	347	375	+ 28	+ 8.1%

Table 1: Acquisitive Crime subcategories where crime recorded during 2014/15 are higher than FY 2013/14.

Robbery of Personal Property	46	33	- 13	- 28.3%
Burglary - Non Dwelling	264	202	- 62	- 23.5%
Theft from the Person	396	384	- 12	- 3.0%
Shoplifting	630	582	- 48	- 7.6%
All Other Theft Offences	1,862	1,732	- 130	- 7.0%

Table 2: Acquisitive Crime subcategories where crimes recorded during FY2014/15 are lower than FY 21013/14.

	Camden	City of Westminster	Hackney	Islington	Lambeth	Southwark	Tower Hamlets
FY 2013/14	78	68	54	61	108	136	73
Fy 2014/15 Apr - Feb	62	108	66	71	82	102	61

Table 3: Business Robbery within neighbouring Met Boroughs.

PERFORMANCE INDICATOR: 1.4.1. Reduce Crime	
TARGET	**1.4.1c.** To measure victim satisfaction with the recorded outcome of their crime.
TARGET OWNER	Crime Directorate
AIM/RATIONALE	**This is a new measure**. From April 2014 the Government will stop using the traditional detection measures and in their place have substituted a range of crime outcomes that will apply to every crime. Outcomes are intended to be ones which resolve reports of crime to victims' satisfaction. There will be a fundamental shift from setting detection style targets that favour one outcome over another. Instead, crime outcomes will provide a range of disposals based on appropriateness and crimes being concluded to victims' satisfaction. This measure will allow the Force to assess the level of victim satisfaction over the course of the year by survey. Once that information has been gathered, it will be used as a baseline to improve levels of satisfaction the following year, if appropriate.
DEFINITIONS	NA
BASELINE	To be assessed over the course of 2014-15
MEASUREMENT	Quarterly by survey. (Additional question added to Force Victims of Crime Survey; this measure aims to identify the number of people who are satisfied with the outcome of their crimes where they have not been resolved by a traditional outcome)
DATA SOURCE	Performance Information Unit (Strategic Development)
TRAFFIC LIGHT CRITERIA	**NA for 2014-15**
END OF YEAR POSITION	

Quarter 1: 51.9% (55/106) of respondents were satisfied with the outcome of their crime, 31.1% (33 respondents) were dissatisfied.
Quarter 2: 60.6% (66/109), 25.7% (28 respondents) were dissatisfied.
Quarter 3: 55.0% (60/109), 15.6% (17 respondents) dissatisfied.
Quarter 4: 54.7% (48/106), 21.7% (23 respondents) were dissatisfied.

FYTD: 55.6% satisfied, 23.5% dissatisfied.

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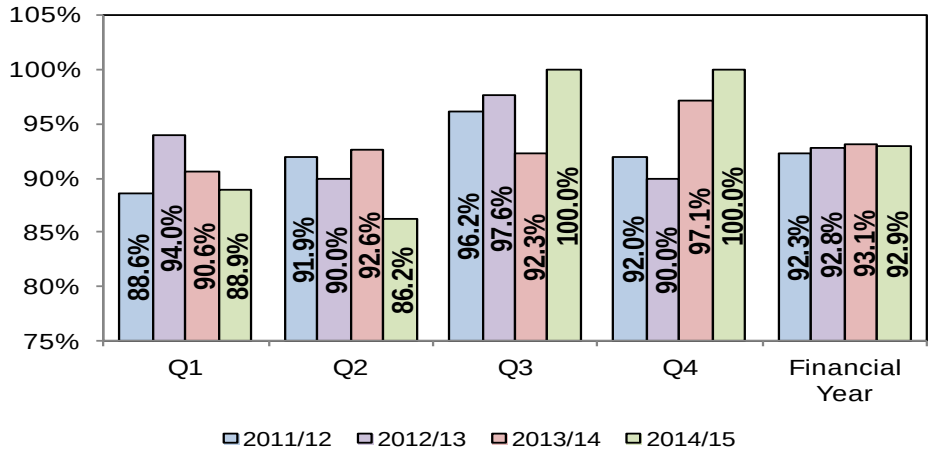
PERFORMANCE INDICATOR: 1.5.1. Reduce anti social behaviour within the City	
TARGET	**1.5.1a.** To reduce the number of ASB incidents compared to 2013-14
TARGET OWNER	Uniform Policing Directorate
AIM/RATIONALE	**This is a new measure**. ASB has been retained as a Force priority due to its continued prominence in concerns raised by the community and the impact it has on the quality of people's lives. This is a direct outcome measure that will assess the Force's success in addressing and preventing antisocial behaviour.
DEFINITIONS	NA
BASELINE	1173
MEASUREMENT	Figures from Daris based on Closing Codes 1, 2 and 3. Incident and Attendance.
DATA SOURCE	PIU (I&I)
TRAFFIC LIGHT	**ACHIEVED**
END OF YEAR POSITION	

ASB CALLS

	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR
2013-2014	78	112	105	117	117	108	122	92	77	68	71	106
2014-2015	85	115	95	102	83	78	97	121	88	106	89	100

April 2013 – March 2014: **1173**
April 2014 – March 2015: **1129**

PERFORMANCE INDICATOR: 1.5.1. Reduce anti social behaviour within the City	
TARGET	**1.5.1b.** To ensure that at least 90% of those reporting antisocial behaviour are satisfied with the service provided by the police
TARGET OWNER	Uniform Policing Directorate
AIM/RATIONALE	**This measure is carried forward from 2013-14**. Satisfaction with the Force of how it handles the cases of victims of crime and antisocial behaviour is an important indication of the quality and professionalism of the service provided. Comments made as part of the surveys provides the Force with invaluable information about how service delivery can be improved.
DEFINITIONS	Telephone survey conducted by SPA Future Thinking by telephone to people who have reported ASB and the CAD has been closed on an ASB code.
BASELINES	2013/14 93.1%
MEASUREMENT	By Quarterly Survey
DATA SOURCE	Performance Information Unit (I&I)
TRAFFIC LIGHT	**ACHIEVED**
END OF YEAR POSITION	



Q4: All 20 respondents satisfied with service provided.
12 (60%) completely satisfied, 8 (40%) very satisfied.

FYTD (Q1+Q2+Q3+Q4)
Ease of contact: 95.7% (90/94)
Actions taken: 89.7% (87/97)
Follow up: 88.2% (67/76)
Treatment: 98% (96/98)
Service provided: 92.9% (91/98)

PERFORMANCE INDICATOR: 1.6.1. Protect the City of London and UK from Fraud	
TARGET	**1.6.1a.** To ensure that at least 90% of victims of fraud investigated by the City of London Police are satisfied with the service provided
TARGET OWNER	Economic Crime Directorate
AIM/RATIONALE	**This is a new measure** that focuses on frauds investigated by the City of London Police (Fraud Squad). Generally speaking the investigation of fraud offences takes longer than mainstream crime offences. Consequently surveying victims between 6 and 12 weeks of reporting the offences is unlikely to be representative of their entire experience. Surveying all victims recorded against an investigation at the point of outcome should have enabled sufficient time for them to form an opinion of our performance in all the survey area's and by requesting survey feedback at the point when the investigation is effectively complete is an appropriate time to request feedback and the point where we are most likely to get it. Furthermore by surveying at the point of outcome there should be a sufficient gap between re-surveying any victims who have been previously surveyed on their Action Fraud experience.
DEFINITIONS	"**Investigation**": - This is all Unifi crime records classified as "Fraud Investigations – Substantive offences recorded in Action Fraud" allocated to ECD Fraud teams 1, 2, 3 and 4 and the Money Laundering Investigations Team. "**Point of outcome**":- When the offenders recorded on the Unifi Crime investigation are classified as Charged, Cautioned, Community Resolution or TIC or the Investigation is closed using one of the other HO outcome classifications by the Team manager
BASELINE	90% of fraud victims satisfied with the service provided (*The proposed measurement methodology is not the same as last year's VoC survey therefore a direct comparison is not possible however last year's data can be supplied as a general indicator of performance)*
MEASUREMENT	Each victim recorded against the Unifi crime record detailing the investigation will receive a communication from the OIC updating them on the outcome of the investigation through the medium agreed with the victim during the investigation. The communication could include a link to an electronic survey on Survey Monkey, enclose a hard copy survey form or provide details of a telephone number to a survey company (to be appointed) who will conduct a telephone survey using the same questions. Following the cut off date, the survey company will collate, analyse & report the findings of the survey, which will then be reported to the following PMG. The survey will be bespoke to ECD focussing on the areas of contact (initial and on-going), action taken, follow up, treatment and overall experience. PMG reports will be based on the overall experience, the number of victims recorded against the investigations reaching the Point of outcome available for survey; the number of victims completing the survey; and the number answering the overall satisfaction question and overall positive responses.
DATA SOURCE	ECD Business Information Unit
TRAFFIC LIGHT	**NOT ACHIEVED**
END OF YEAR POSITION	
See table overleaf	

A key factor that contributed to this target not being attained, concerns the survey results received in relation to one case that had a large group of victims within quarter 1, whose overall experience was less positive. However, over the course of the year, the Force was able to improve satisfaction levels from 39.62% to 67.34%. Improved levels of organisational learning enabled through effective performance analysis will continue to assist in the identification of areas for improvement that are implemented within operational teams.

	Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**
Number of invitations sent to victims to participate	94	77	369	32
Number of victims completing survey	56	25	106	13
Overall satisfaction with initial contact. (Valid responses)	60% (33/55)	68% (17/25)	86% (91/106)	100% (13/13)
Overall satisfaction with service from ECD officers. (Valid responses)	54.71% (29/53)	80% (20/25)	78% (80/102)	100% (13/13)
Overall satisfaction taking the whole experience into account. (Valid responses)	39.62% (21/53)	72% (18/25)	76% (80/105)	100% (13/13)
Level of satisfaction in outcome of investigation. (Valid responses)	13.63% (3/22)	68.75% (11/16)	76% (58/77)	100% (8/8)
Cumulative overall satisfaction taking the whole experience into account.	39.62% (21/53)	50% (39/78)	65% (119/183)	67.34% (132/196)
Traffic light	**RED**	**RED**	RED	RED

PERFORMANCE INDICATOR: 1.6.1. Protect the City of London and UK from Fraud	
TARGET	**1.6.1b.** To ensure City fraud crime, investigated by ECD results in a positive action whether through offender disposal, prevention or disruption
TARGET OWNER	Economic Crime Directorate
AIM/RATIONALE	**This is a new measure**. Ensuring that wherever possible the Force takes positive action with every City fraud crime investigated by ECD will enhance overall victim satisfaction in the service victims have received, and demonstrates the diversity of service CoLP provides to the victims of city fraud crimes. This will enhance the City's standing as a safe, more desirable place to live and work attracting investment in infrastructure benefiting all communities. The volume of positive action will highlight the high quality policing response and commitment to investigating city based fraud crime.
DEFINITIONS	"City Fraud Crime" includes all ECD Fraud investigations into fraud or fraud related offences occurring within the city of London. Fraud investigations include Action Fraud crimes disseminated to the City of London. "Point of outcome" is defined as when the offender is brought to justice or when the investigation is closed and categorised in accordance with the HO crime outcomes. "Positive action disruption/prevention is defined as follows: 1. A confirmed disruption of a technological or financial fraud enabler. 2. The dissemination of intelligence/information to NFIB for the purposes of compiling Fraud Alerts. Officers do not ordinarily disseminate to NFIB so this measure introduces a new element to Fraud investigations designed to enhance the information available to NFIB when researching information to formulate Alerts. "Disruption" is defined by the confirmed disabling of a technological fraud enabler or confirmation that action has been taken against a financial enabler. "Fraud Alert" is defined as the dissemination of information intended to protect and prepare Stakeholders and/or members of the public. The time however between the dissemination of intelligence/information to NFIB and the dissemination of a "Fraud Alert" is in-determinate and might not even occur. Leaving crime reports open until this outcome can be determined would be detrimental to the reporting of this measure and the effective operation of the investigation teams. However the number of City Fraud Crimes contributing to a Fraud Alert can be reported when it occurs through the year.
BASELINE	This level of service was not applied to City Fraud Crime in 2013-14 so setting a baseline is not possible. **The data gathered should be reviewed at 6 months to gauge whether a hard target should be set to be achieved by year end.**
MEASUREMENT	It is not always possible for CoLP to bring an offender to justice therefore this measure is designed to ensure that every effort is made to ensure that some other "positive action" in terms of prevention or disruption is achieved. The measure will be based upon the number of City Fraud Crimes where it has not been possible to bring an offender to justice that have some other positive action as defined above. The measure will be shown as a percentage of the total number of City Fraud Crimes reaching the point of outcome in the period that have benefited from disruption/prevention positive action against the total number of City Fraud Crimes where an offender has not been brought to justice.

DATA SOURCE	ECD Business Information Unit
TRAFFIC LIGHT	ACHIEVED
END OF YEAR POSITION	

Month	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Total number of City Fraud Crimes reaching point of outcome.	5	2	4	3	5	4	8	5	8	3	2	1
Cumulative position of City Fraud Crimes reaching Point of outcome.	5	7	11	14	19	23	31	36	44	47	49	50
Number of City Fraud Crimes reaching Point of outcome with offender disposal.	5	2	3	2	4	2	6	2	6	0	2	0
Number of City Fraud Crimes reaching point of outcome in month where Fraud enabler disrupted.	0	0	1	0	1	2	1	2	2	3	0	1
Number of City Fraud Crimes reaching point of outcome contributing to an ECD Fraud awareness/prevention product	0	0	0	1	0	0	1	1	0	0	0	0
Number of City Fraud Crimes reaching point of outcome resulting in positive action	5	7	11	14	19	23	31	36	44	47	49	50
Traffic Light												

During the data collection period, the ECD Operational teams closed 18 Unifi crime records of which 1 constituted a City Fraud Crime. The remaining 17 Unifi crime records were excluded for the following reasons:

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12	Investigations were “within the Jurisdiction of the CCC” locus i.e. outside the City of London.
2	Investigations linked to NLF funding stream grouping.
3	Investigations were Other Force Enquiries and confiscations which are excluded from this measurement.

PERFORMANCE INDICATOR: 1.7.1. Providing the national lead against Fraud	
TARGET	**1.7.1a.** To increase by 20% the number of fraud investigators trained by the Fraud Academy compared to 2013-14
TARGET OWNER	Economic Crime Directorate
AIM/RATIONALE	**This measure is carried forward** but has been amended to a 20% increase instead of a straightforward increase. To improve the quality of investigations. High quality investigations improve detection rates and victim satisfaction. Training investigators to a national standard (Fraud Investigators Handbook) is a key means of achieving this; it also follows the model for other specialist areas such as homicide. The level has been set at 20% to mirror the target set in the National Lead Force's Business Plan.
DEFINITIONS	NA
BASELINE	**898** (20% of 2013/14 total (748) = 149.60 rounded up to 150. Baseline is 748 + 150 = 898)
MEASUREMENT	The target will be assessed against the number of people trained as fraud investigators, inclusive of private organisations, LEA's and police (Including NLF staff). This will be compared against the number of course attendees same month in the previous year and then cumulatively against the target. This will take account of fluctuations in course delivery throughout the year
DATA SOURCE	ECD (Fraud Academy – information not available from central systems)
TRAFFIC LIGHT	**ACHIEVED**
END OF YEAR POSITION	

	Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15
Number of attendees attending courses 2014/15	63	104	86	62	15	104	157	108	63	49	97	101
Comparable month in 2013/14	*31*	*52*	*0*	*179*	*23*	*81*	*54*	*43*	*12*	*81*	*39*	*153*
Cumulative progress towards target (898)	63	167	253	315	330	434	591	699	762	811	922	1009
Traffic light	GREEN	GREEN	GREEN	AMBER	AMBER	AMBER	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN

PERFORMANCE INDICATOR: 1.7.1. Providing the national lead against Fraud	
TARGET	**1.7.1b.** To increase the number of high priority/priority OCGs using fraud disrupted through national partnership with national Law Enforcement Agencies
TARGET OWNER	Economic Crime Directorate
AIM/RATIONALE	**This is a new measure**. Tackling organised criminality is key to fighting serious crime and supports the strategic policing requirement. The aim of this target is to focus attention on the most impactive Organised Crime Groups causing harm, working in partnership with national LEAs (**which includes the National Crime Agency**), providing both an intelligence and enforcement capability to tackle the most serious OCGs using fraud nationally
DEFINITIONS	Identification = The number of OCGs mapped on the national tracker and accepted as a priority/high priority OCG by OCCC through the MSOC process Managed = owned by, each OCG must have one named owner. Disrupted = Based upon the owner's OCGs disruption process which results in a decrease of the capability to commit serious, organised or complex crime The OCGs causing the greatest harm are those assessed as 1A and other high scoring bandings (2s/Bs)- with harm then reducing on a downward scale through the bandings – when an OCG is mapped, the OCG tracker database automatically generates a harm banding based upon the assessed 'criminal activities' and 'intent and capabilities'.
BASELINE	It is proposed to baseline this for the first six months of the year and thereafter increase the level based on that baseline.
MEASUREMENT	The number of priority and high priority OCGs: (i) identified; (ii) enhanced by ECD intelligence and knowledge; (iii) owned and disrupted by ECD; and (iv) disrupted by partner agencies following ECD enhancement
DATA SOURCE	ECD Business Information Unit
TRAFFIC LIGHT	**GREEN**

END OF YEAR POSITION

QUARTER	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Total number of priority/High priority OCGs as confirmed to MSOC following quarterly aggregation (A)	607 (49 High Priority/559 Priority)	703 (As at August)	642 (as at November)	682 (as at February)
Total number of priority/high priority OCGs at (A) using Fraud and Economic Crime (B)	298	318 (As at August)	291 (as at November)	299 (as at February)
Number of OCGs at (B) where ECD have provided enhanced intelligence and information to assist disruption (C)	1	4	8	15
Cumulative number of OCGs at (C) where ECD have provided enhanced intelligence and information to assist disruption.	1	5	13	28
Number of priority/High priority OCGs using Fraud and Economic crime (including those owned by CoLP ECD) disrupted following provision of enhanced intelligence and information by ECD	0	0	0	1
Traffic Light	**WHITE**	**WHITE**	**GREEN**	**GREEN**

In line with the direction of the PMG Board, this measure was baselined against the half-yearly performance. In the first six months of the year 5 Priority/High Priority OCGs received enhanced intelligence/information from NFIB therefore the baseline for the remainder of the year on which to improve is 5.

As previously reported, a blockage has been identified in the timeliness of sharing of intelligence with the NFIB from the OCCC. Due to the security restrictions of the Know Fraud system (i.e. it only holds restricted information, and priority / high priority OCG data is classed as Confidential) this has restricted the flow of information between the agencies.

A new process was put in place with the OCCC that ensures upon identification of a high priority OCG that the NFIB are requested to conduct intelligence checks on Know Fraud to establish any intervention opportunities. Where an OCG is assessed to be priority, the Lead Responsible Officer (LRO) will be approached directly with the offer of NFIB assistance.

PERFORMANCE INDICATOR: 1.7.1. Providing the national lead against Fraud	
TARGET	**1.7.1c.** To increase the value of fraud prevented through interventions compared to 2013-14
TARGET OWNER	Economic Crime Directorate
AIM/RATIONALE	**This is a new measure**. It will clearly demonstrate the outcome in financial terms the results across a broad range of operational activity aimed at tackling fraud.
DEFINITIONS	An intervention is a disruption of a financial, technological or professional enabler of fraud. Each enabler has a defined, agreed value attached to it so there is consistency to ascribing values to the disruption of a particular enabler (e.g. taking down a website, telephone line or sham business or bank account).
BASELINE	£260,294,154.00 - value of fraud prevented at 31st March 2014.
MEASUREMENT	The increase will be an increase in value calculated from agreed definitions produced by the NFIB for what a website, phone number and bank account disruption equates to, multiplied by the number of requests.
DATA SOURCE	ECD Business Information Unit
TRAFFIC LIGHT	**ACHIEVED**
END OF YEAR POSITION	

	Apr 14 £	May 14 £	Jun 14 £	Jul 14 £	Aug 14 £	Sep 14 £	Oct 14 £	Nov 14 £	Dec 14 £	Jan 15 £	Feb 15 £	Mar 15 £
Total value of confirmed Fraud enabler disruptions	30,991,692	35,711,128	20,357,628	43,080,848	26,722,306	26,401,424	36,485,338	20,796,164	37,590,846	28,742,756	33,046,518	29,715.402
Total value of confirmed Fraud enabler disruptions in comparable month 2013/14	623,228	9,419,088	18,100,572	17,754,116	38,074,440	21,291,838	33,450,994	11,461,984	32,557,250	23,972,438	20,551,272	33,036.934
Benchmark to achieve target (£260,294,154.00)	30,991,692	66,702,820	87,060,448	130,141,296	156,863,602	183,265,026	151,838,368	173,529,564	195,220,760	216,911,955	238,603,151	**260,294,154**
Cumulative progress towards target	21,691,195	43,382,391	65,073,586	86,764,781	108,455,977	130,147,173	219,750,364	240,546,528	278,137,374	306,880,130	339,926,648	**369,642,050**
Traffic light	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN

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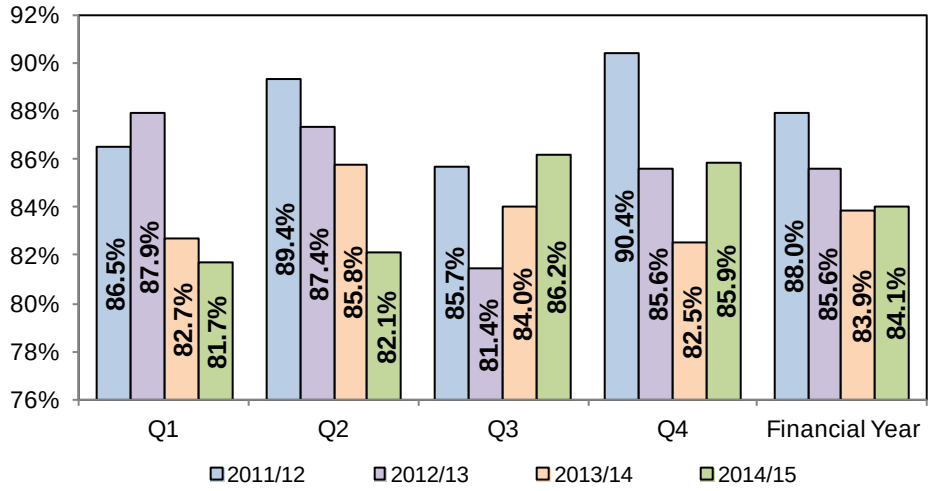
PERFORMANCE INDICATOR: 1.7.1. Providing the national lead against Fraud	
TARGET	**1.7.1d.** To ensure that at least 90% of victims are satisfied with the Action Fraud reporting service
TARGET OWNER	Economic Crime Directorate
AIM/RATIONALE	**This is a new measure**. Action Fraud is a bespoke service for victims of fraud; it is essential to maintain levels of service to ensure Action Fraud is utilised fully to the benefit of victims. The Force takes full responsibility for Action Fraud from April 2014 and with that comes the opportunity to set the same high satisfaction standards that are set elsewhere for victims of crime. Accessible crime recording facilities are essential to maintain the level of information required to identify and mitigate the fraud threat during initiation and growth.
DEFINITIONS	The measure relates to ease of reporting a crime and how efficiently it is allocated. As a large number of crimes are allocated to other forces for investigation, the Force cannot be held responsible for end-to-end victim satisfaction at the current time.
BASELINE	90% of victims are satisfied with the Action Fraud Reporting Service
MEASUREMENT	Quarterly by survey. This measure will follow previous Action fraud reporting guidelines, details of which are contained within the end to end report. A survey is conducted at the conclusion of reporting the crime and will be completed on line or on the phone.
DATA SOURCE	ECD Business Information Unit
TRAFFIC LIGHT	**ACHIEVED**
END OF YEAR POSITION	

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
% victims completing automated telephone message survey satisfied with service in period	**93.03%**	**92.37%**	**92.30%**	**93.01%**	**92.52%**	**92.23%**	**92.53%**	**92.39%**	**92.79%**	**92.53%**	**92.72%**	**92.71%**
Combined On-line and automated telephone surveys % of victims satisfied with service in period	**92.71%**	**92.37%***	**91.98%**	**92.35%**	**91.95%**	**91.84%**	**92.09%**	**92.07%**	**92.35%**	**92.06%**	**92.38%**	**92.10%**
Traffic light	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN

*It has now been confirmed that the technical issue experienced by the survey provider in May cannot be rectified which means that the Action Fraud satisfaction figure for that month is only reflective of the contact centre service only and not the online reporting service, however, service levels have been consistently high over the course of the year, therefore this is not considered problematic.

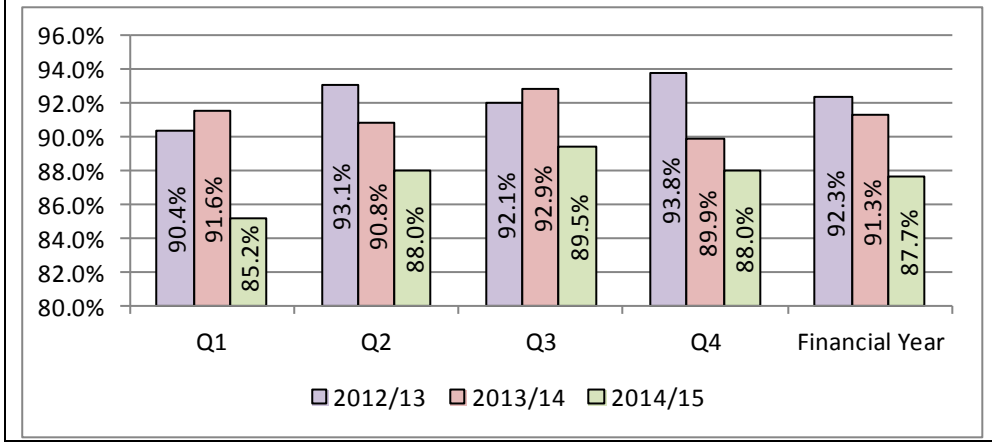
PERFORMANCE INDICATOR: 1.8.1. Increasing satisfaction with our policing services	
TARGET	**1.8.1a.** To ensure at least 90% of victims of crime are satisfied with the service provided by the police
TARGET OWNER	Uniform Policing Directorate
AIM/RATIONALE	**This measure is carried forward from 2013-14**. This will be particularly challenging given that for each quarter of 2013-14 to date the Force has not achieved the current target of 85%. The survey indicates levels of satisfaction of those who have been a victim of crime and is an essential outcome indicator of the level of professionalism the Force portrays and provides.
DEFINITIONS	NA
BASELINE	83.9% achievement in 2013/14.
MEASUREMENT	Quarterly by survey
DATA SOURCE	PIU (I&I)
TRAFFIC LIGHT	**NOT ACHIEVED**
END OF YEAR POSITION	



Q4: 86.2% (169 out of 196) of respondents satisfied with Whole Experience.

FYTD (Q1+Q2+Q3+Q4)
Ease of contact: 94.4% (569/603)
Actions taken: 76.3% (568/744)
Follow up: 81.6% (613/751)
Treatment: 93.6% (707/755)
Whole Experience: 84.1% (633/753)

PERFORMANCE INDICATOR: 1.8.1. Increasing satisfaction with our policing services	
TARGET	**1.8.1b.** To ensure that at least 90% of the street population surveyed believe the police in the City of London are doing a good or excellent job
TARGET OWNER	UPD
AIM/RATIONALE	**This measure is carried forward** from 2013-14, however, the satisfaction level has been raised from 85% to 90%. Unlike the previous measure, which assesses the satisfaction of victims of crime, this measure assesses the street populations' perception of the Force, which comments on professionalism, confidence and a host of other factors.
DEFINITIONS	NA
BASELINE	91.3% in 2013/14.
MEASUREMENT	Quarterly by survey
DATA SOURCE	PIU (I&I)
TRAFFIC LIGHT	**NOT ACHIEVED**
END OF YEAR POSITION	



Q4:88**%** (147/167) of respondents thought the police were doing a good or excellent job.

- Excellent: 44
- Good: 103
- Fair: 18
- Poor: 2
- Very Poor: 0

FYTD: **87.7%** (591/674) of respondents thought the police were doing a good or excellent job.

Committee(s): Police Performance and Resource Management Sub Committee	**Date(s)**: 30th June 2015
Subject: City of London Police: Risk Register	**Public**
Report of: Commissioner of Police	**For Information**

Summary

The Force Strategic Risk Register has been reviewed as part of the quarterly assurance process maintained within the Force with notable amendments to the register as follows:

- *SR 04: Underperforming as Lead Force for Economic Crime*: This risk remains scored as Amber. However, there is downward movement in many of the control scores which show the maturity of the Force control measures is increasing. This trend should see an increased improvement in score in time for this risk and it is on the path to being scored as Green.
- *SR 05: Reduction in staff Morale/well-being*: Following a review of this risk at the February Risk Assurance Group, the likelihood of this risk occurring has been reduced to Medium. Overall, this has resulted in this risk now being scored as Green.
- *SR 09: Delivery of new Force Estate*: This risk remains Green reflecting the successful delivery of Guildhall Yard East. As the final decisions on the Force estate is made and plans put in place to carry out the works this risk will be reviewed to reflect the circumstances of the Force. It remains Green at this stage to reflect the success so far and that plans for the completion of the new estate model are now being finalised.
- *SR 17: Continued pressure on funding streams reducing overall Force budget*: The Risk Assurance Group determined that the likelihood of this risk should be raised further to High reflecting the increased certainty that austerity measures would continue and there would be continued pressure for the Force to make savings from its budget.
- *SR 19: Failure in Provision of custody Services*: This risk has been re-assessed over the course of the quarter and reflects the amount of work undertaken to complete identified

improvements to the Force's custody suites. The likelihood and control scores for this risk have now been reduced and the risk is now scored as Green overall. This reflects the significant work undertaken by the Force to upgrade existing facilities for use until the new custody suite is delivered as part of the new estate programme.

- *SR 20: Policy approval and management process leaves Force open to potential litigation*: Strategic Development have been working with Directors to ensure the policy database s up to date and that only policies in date are published externally. A great deal of work has been done by Directors to update documents and close policy gaps. Although there are still some outstanding areas of work to be completed and updates are on-going this risk has been assessed as Green due to decreasing the Likelihood to Medium and assessing our controls as more mature.

RECOMMENDATION

It is recommended that Members note the content of this report.

Main Report

BACKGROUND

1. The Force Strategic Risk Register remains monitored on a quarterly basis by the Force Risk Assurance Group currently chaired by the Assistant Commissioner. This report sets out the position of the Force Strategic Risk Register following the Risk Assurance Group held on 20th February 2015 and the meeting held with the Police Committee Risk Lead on the 16th April 2015. The risk register has been amended and updated following these meeting and the position from 15th May 2015 is reflected within this report for members' information.

CURRENT POSITION

2. In accordance with the City of London Corporation's responsibilities as a police authority, it is appropriate that your Committee is made aware of critical risks, which may impact on service delivery or performance, together with any plans to eliminate or mitigate critical risks, and the changing risk profile of the Force.

3. The Force has initiated a risk assurance process to provide oversight to the risk register cascade and to provide a forum for the Assistant Commissioner to actively question all risk registers within the Force and allow Directors

to collectively assess their risks and control measures. This aims to provide a top-down and bottom-up approach to the management of risk.

4. The assurance meetings have taken place on a quarterly basis since the 3rd May 2011. The last meeting to be held was chaired by the Commander on the 20th February 2015, where the Force risk profile for 2014/15 was reviewed for the final time within the financial year.

5. The Strategic Risk Register continues to be supported by a cascade of Directorate risk registers that are maintained and reviewed by Directors in support of the delivery of their portfolio business plans. Significant risks from Directors areas that they define as unmanageable by them alone are also discussed at the Risk Assurance Group to add information, where appropriate, to the Force risk profile. The position of the Force risks as at 8th June 2015 is detailed below:

Current Risk Profile June 2015

FORCE STRATEGIC RISK SUMMARY		Previous				Current				Trend			Control
Ref	Description	I	L	C	RM	I	L	C	RM	I	L	C	Colour
SR 01	Inadequate response to terrorism within the City	M	L	1	2	M	L	1	2	➡	➡	➡	GREEN
SR 02	Reduction in public confidence in the Force as a result of terrorist attack against City	M	L	2	4	M	L	2	4	➡	➡	➡	GREEN
SR 03	Inadequate management of a high profile event	VH	L	2	8	VH	L	2	8	➡	➡	➡	GREEN
SR 04	Underperforming as Lead Force for Economic Crime	VH	M	2	16	VH	M	2	16	➡	➡	➡	AMBER
SR 05	Reduction of staff morale/well-being	H	H	2	18	H	M	2	12	➡	⬇	➡	GREEN
SR 09	Delivery of new Force Estate	H	H	1	12	H	H	1	12	➡	➡	➡	GREEN
SR 11	Delivery of Policing Plan Priorities and Measures	M	M	2	8	M	M	2	8	➡	➡	➡	GREEN
SR 12	Loss of ECD external funding streams	VH	M	2	16	VH	M	2	16	➡	➡	➡	AMBER
SR 14	IT Business Continuity	H	M	3	18	H	M	3	18	➡	➡	➡	AMBER
SR 16	Impact of continued savings on Force Capability	H	H	3	27	H	H	3	27	➡	➡	➡	AMBER
SR 17	Continued pressure on funding streams reducing overall Force budget	H	M	3	18	H	H	3	27	➡	⬆	➡	AMBER
SR 18	Vulnerability of Force IT network security being compromised	VH	M	2	16	VH	M	2	16	➡	➡	➡	AMBER
SR 19	Failure in Provision of Custody Services	VH	M	2	16	VH	L	1	4	➡	⬇	⬇	GREEN
SR 20	Policy approval and management process leaves Force open to potential litigation	H	H	3	27	H	M	2	12	➡	⬇	⬇	GREEN

Key: I: Impact. L: Likelihood. C: Control. RM: Risk Matrix Score (Full criteria contained within Appendix A)

Current Closed Risks June 2015

SR 06	Failure to contain expenditure within agreed budgets	**CLOSED 14/08/12**
SR 07	Increased dissatisfaction with quality & delivery of service to community.	**CLOSED 04/03/13**
SR 08	Adverse Impact of Jubilee, Torch Relay, Olympic & Paralympics Policing on Force capability.	**CLOSED 21/11/12**
SR 10	Delivery of Fraud Academy	**CLOSED 28/11/12 To be managed at Directorate level**
SR 15	Delivery of IAMM (Information Assurance Maturity Model)	**CLOSED 03/12/13 To be managed at Directorate level**
SR 13	Department Staff Vacancies affecting ICT Business Continuity	**CLOSED 31/07/14 Reflecting SMB decision 16/07/14**

6. The Force Risk Assurance Group discussed the risk profile in detail at their last meeting and the register reflects these discussions and updates since this meeting took place in February. All risks were discussed in detail and this is summarised for members information below:

7. *SR 01-SR 03*: these were considered by the group to ascertain if they remained relevant and the scoring was accurate. Following considerations it was determined these risks remain relevant and the scoring currently reflected the current position. SR 01 was amended to reflect work undertaken within Force to safeguard its staff from a terrorist attack and this text is part of the main register.

8. *SR 04: Underperforming as Lead Force for Economic Crime*: This risk remains scored as Amber. However, there is downward movement in many of the control scores which show the maturity of the Force control measures is increasing. This trend should see an increased improvement in score in time for this risk and it is on the path to being scored as Green.

9. *SR 05: Reduction in staff Morale/well-being*: Following a review of this risk at the February Risk Assurance Group, the likelihood of this risk occurring has been reduced to Medium. Overall, this has resulted in this risk now being scored as Green.

10. *SR 09: Delivery of new Force Estate*: This risk remains Green reflecting the successful delivery of Guildhall Yard East. As the final decisions on the Force estate is made and plans put in place to carry out the works this risk will be reviewed to reflect the circumstances of the Force. It remains Green at this stage to reflect the success so far and that plans for the completion of the new estate model are now being finalised.

11. *SR 11: Delivery of Policing Plan Priorities and Measures*: This risk was considered by the Risk Assurance Group and noted that it was still Green. No amendments to the risk were raised and the group was content the scoring remained accurate. The new measures for 2015/16 have been aligned to this risk and should significant underperformance be noted then information will be presented to allow for a full reassessment of this risk.

12. *SR 12: Loss of ECD external funding streams*: At the time of the risk meeting ECD acknowledged that this risk needed to be updated to reflect loss of OACU and other movements in ECD funding picture. An updated risk assessment will be submitted to the Risk Assurance Group in June. At the time this report was compiled for Committee this assessment had not been completed and ratified by ECD SMT.

13. *SR 14: IT Business Continuity*: This risk remained Amber. The Group accepted that IT were working on a number a programmes to increase resilience within the Force and that once these were delivered our control scores could be reassessed. At this time there was no new information presented that would influence the scoring of this risk.

14. *SR 16: Impact of continued savings on Force capability*: The Risk Assurance Group confirmed that this risk should still be scored as Amber. There was certainty of continued savings pressure but the full impact of these would not be known until the long term budgets were set. This risk will continue to be reviewed in line with the performance of the Policing Plan to determine the impact implementing the savings challenges is having on the performance delivered by the Force.

15. *SR 17: Continued pressure on funding streams reducing overall Force budget*: The Risk Assurance Group determined that the likelihood of this risk should be raised further to High reflecting the increased certainty that austerity measures would continue and there would be continued pressure for the Force to make savings from its budget.

16. *SR 18: Vulnerability of Force IT network security being compromised*: This risk was reviewed and assessed to remain as Amber. The last control measure from the risk was removed as considered as business as usual (Due diligence process being undertaken before signing of Agilysis contract). This risk will remain within the register for review at the next Risk Assurance Group.

17. *SR 19: Failure in Provision of custody Services*: This risk has been re-assessed over the course of the quarter and reflects the amount of work undertaken to complete identified improvements to the Force's custody

suites. The likelihood and control scores for this risk have now been reduced and the risk is now scored as Green overall. This reflects the significant work undertaken by the Force to upgrade existing facilities for use until the new custody suite is delivered as part of the new estate programme.

18. *SR 20: Policy approval and management process leaves Force open to potential litigation*: Strategic Development have been working with Directors to ensure the policy database s up to date and that only policies in date are published externally. A great deal of work has been done by Directors to update documents and close policy gaps. Although there are still some outstanding areas of work to be completed and updates are on-going this risk has been assessed as Green due to decreasing the Likelihood to Medium and assessing our controls as more mature.

19. The next risk assurance Group Meeting will be held in Force on 11th June and this paper does not reflect any amendments as a result of discussions held there due to the timescales of submitting the report for Committee attention.

OTHER SIGNIFICANT IMPLICATIONS

20. Robust implementation of risk management ensures the Force can address the barriers and opportunities it faces so that it continues to comply with all of its obligations, statutory and non-statutory.

CONCLUSION

21. The risk profile of the Force is continually reviewed and updated quarterly by the Force Risk Assurance Group. The Police Committee are kept informed of the Force Risk Profile to ensure they are briefed of new and emerging risks and any significant change in existing risk scores as part of the Force's assessment of its own risk profile.

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Appendix A: Force Risk Scoring Criteria

Appendix A

FORCE RISK SCORING CRITERIA

IMPACT ASSESSMENT TABLE

	Impact Level			
Risk Area	**Low**	**Medium**	**High**	**Very High**
Financial	Can be managed within service budget. **Or** – Results in a financial loss of £10K or less to the Force.	Can be managed within overall budget. **Or** – Results in a financial loss of £50K or less to the Force.	Will need major budgetary re-allocations and / or savings. **Or** – Results in a financial loss of between £50K - £250K to the Force. **Or** – Up to 10% of budget. (Which ever is smaller)	Will need to borrow - a major financial threat. **Or** – Results in a financial loss of over £250K to the Force. **Or** – Up to 25% of budget. (Whichever is smaller)
Health & Safety	Incident resulting in minor cuts and bruises.	Incident resulting in broken limbs.	Incident resulting in hospitalisation.	Incident causing widespread injuries and/or deaths.
Reputation	Cursory mention in local press and/or government / audit reports.	Definite adverse mention in press and/or government / audit reports.	Front page on the Standard, possibly national press.	National and possibly international interest or questions asked in parliament.
Planning/Service Delivery	Minimal impact on service delivery. **Or** – Minor impact on Divisional plan achievement.	Significant impact on service delivery. **Or** – Disruption on Divisional plan achievement. **Or** – Minor impact on Force plan achievement	Major impact on service delivery. **Or** – Failure of a Divisional plan. **Or** – Disruption of the Force plan.	Catastrophic impact on service delivery. **Or** – Failure of the Force plan.
Project	Has the potential to materially affect a stage of the project. **Or** – Has a minor short-term impact on the delivery of a project stage.	Has the potential to cause weakness to the ability to complete a project stage within identified resources. **Or** – Has a moderate term or medium term impact on the ability of the project to be completed.	Has the potential to cause the failure of one of the project stages. **Or** – Has a large short-term or longer-term impact on the delivery of the project. **Or** – Impacts upon the delivery of associated projects.	Has the potential to cause the failure of the project. **Or** – Could cause other Force projects to fail.
Business Continuity	Has the potential to materially affect a Divisional output. **Or** – Minor impact on Force outputs. **Or** – Minor Impact on the ability of the Force to undertake its statutory duties.	Has the potential to disrupt a Divisional output. **Or** – Has the potential to materially affect a Force output. **Or** – Materially affects the ability of the Force to undertake its statutory duties.	Has the potential to cause a Divisional Output to fail. **Or** – Has the potential to disrupt a Force output. **Or** – Disrupts the ability for the Force to undertake its statutory duties.	Has the potential to cause the outputs of the Force to fail. **Or** – Serious disruption/impairment to Force capability/outputs. **Or** – Could cause the Force to fail to undertake its statutory duties.
Security	Could cause distress to individuals. **Or** – Loss of Force earning potential.	Has the potential to affect diplomatic relations. **Or** – Loss of earning potential to the City of London. **Or** – Prejudice individual security.	Has the potential to threaten life directly. **Or** – Facilitates the commission of serious crime. **Or** – Disrupt significant operations. **Or** – Significant loss of earnings to City of London.	Has the potential to affect the internal stability of the UK. **Or** – Cause widespread loss of life. **Or** – Raise international tension. **Or** – Threaten National finances.

LIKELIHOOD ASSESSMENT TABLE

Likelihood Probability			
Low	**Medium**	**High**	**Very High**
Negligible risk A probability of less than 30% of the risk occurring. Or This risk is a remote risk and it is envisaged that this may occur within a timescale of 4 years or more	Possible risk A probability of between 30-70% of occurring. Or This is a risk that could occur in less than 4 years but in more than 2.	Probable risk A probability of between 70-85% of being realised. Or This risk is likely to occur in a timescale of no more than 2 years.	Certain risk A probability of 85% or more of occurring. Or It is likely that the risk will be realised within a twelve month period

RISK MATRIX TABLE

LIKELIHOOD	**VH**	**7**	**11**	**14**	**16**
	H	**4**	**8**	**12**	**15**
	M	**2**	**5**	**9**	**13**
	L	**1**	**3**	**6**	**10**
		L	**M**	**H**	**VH**

Key: L= Low, M=Medium, H= High, VH= Very High

Control Assurance within the Risk Register

The Strategic Risk Register is contains the Corporate risks identified for the Force. Each risk has a suite of identified controls that have been scored individually following the criteria below:

Control levels

4) **None**: Although controls are being worked on there are none in place to mitigate the risk at this time.

3) **In Place**: Control measures have been introduced for the risk but there is no assurance as to their effectiveness, they remain untested.

2) **In Place & Tested**: Control measures have been introduced for the risk and they have undergone assurance testing. Additional measures or improvements have been identified but not implemented.

1) **Comprehensive & Tested**: Control measures have been introduced for the risk and they have undergone assurance testing, where appropriate improvements and additional controls have been implemented. There are currently no additional measures identified to mitigate the risk more effectively.

This score is reflected within the document next to each control assessed.

Force Risk Multiplier Numbers

Impact		Likelihood		Control	
Low	1	Low	1	Comprehensive & Tested	1
Medium	2	Medium	2	In Place & Tested	2
High	3	High	3	In Place	3
Very High	4	Very High	4	None	4

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Committee(s):	Date(s):
Police Performance and Resource Management Sub Committee Audit and Risk Management Committee	30th June 2015 20th July 2015
Subject: HMIC Inspection Update	**Public**
Report of: Commissioner of Police Pol 33/15	**For Information**

Summary

This report provides Members with an overview of the City of London Police response to Her Majesty's Inspectorate of Constabulary's (HMIC) continuing programme of inspections and published reports. During the reporting period HMIC has published five reports (three being joint reports with other agencies) and one assessment letter:

- Joint Inspection of the investigation and prosecution of fatal road traffic collisions;
- Welfare of vulnerable people in police custody;
- Stop and search powers 2: are police using them effectively and fairly;
- Joint Review of Disability Hate Crime follow-up;
- Joint Inspection of the Provision of Charging Decisions; and
- Phase 1 assessment of preparedness to protect victims of so-called Honour Based Violence (HBV), Forced Marriage (FM) and Female Genital Mutilation (FGM).

All five reports are national reports and the City of London Police was not inspected, however, the Force did provide data which has informed three of the five reports' findings (not the Joint Review of Disability Hate Crime follow up or Provision of Charging Decisions reports).

The assessment letter is City of London specific and is based on a desktop inspection (i.e. HMIC did not visit the Force to interview staff or check systems).

This report is supported by Appendix A which provides details of progress against all outstanding HMIC recommendations.

Recommendation

Members are asked to receive this report and note its contents.

Main Report

1. This report provides Members with an overview of the City of London Police response to Her Majesty's Inspectorate of Constabulary's (HMIC) continuing programme of inspections and published reports. During the reporting period, HMIC, either alone or with other agencies, has published five reports: Joint Inspection of the investigation and prosecution of fatal road traffic collisions (4th February 2015); Welfare of vulnerable people in police custody (10th March 2015); Stop and Search Powers 2: are the police using them effectively and fairly (24th March 2015); Joint Review of Disability Hate Crime follow-up (21st May 2015); and the Joint Inspection of the Provisions of Charging Decisions (28th May 2015).

2. All five reports are national reports and do not refer specifically to the City of London Police. No fieldwork took place in the City of London for any of the inspections; however, the Force did provide data submissions to HMIC which have informed three of the five reports' findings.

3. On 15th May 2015, HMIC wrote to the Force with its draft assessment of the Force's preparedness to protect victims of so called Honour Based Violence (HBV) following a desk top inspection of all 43 police forces.

4. Appendix A to this report provides an overview of progress against all outstanding HMIC recommendations.

Joint Inspection of the investigation and prosecution of fatal road traffic incidents

5. This report, published on 4th February 2015, follows a joint thematic inspection by HMIC and the Crown Prosecution Service. Only six forces and CPS areas were inspected, however, all police forces provided data submissions that informed the final report.

6. The inspection had a very broad scope, however, in terms of its application to the police service, it main purpose was to assess the impact of new offences, including causing death by careless driving, measure the quality of service provided to bereaved families (including engagement with victim groups), examine local and regional arrangements between the police and CPS in terms of service level agreements and to identify areas of good practice or innovation.

7. The report's principal findings relevant to the police were:

    i. Although structures within the six forces varied considerably, they all operated with a core of investigating officers, family liaison officers and forensic collision investigators. The report notes that all shared the characteristics of passion and commitment to the work they were asked to do.

ii. There were inappropriate levels of variation to those called to be the first response at the scene of a fatal road traffic incident, with officers inexperienced in roads policing being despatched to a scene because they geographically closest.

iii. They found forces were not making use of the College of Policing's bespoke training package that includes the investigation of roads deaths.

iv. There were generally poor levels of robust quality assurance by supervisors of investigations.

v. The dedication, commitment and professionalism of family liaison officers was found to be impressive although their use by forces was occasionally inconsistent,

8. The report made 4 recommendations for the police service, which have been included in Appendix A to this report. The Force already complies with 3 of the 4 recommendations.

The welfare of vulnerable people in police custody

9. This report follows a thematic inspection on the welfare of vulnerable people in police custody, including but not limited to those with mental health issues, those from black and minority ethnic backgrounds and children, Only six forces were inspected although all 43 forces provided data submissions to inform the final findings.

10. The inspection considered the end-to-end process of police custody, from first point of contact to release or transfer to court or prison. It sought an answer to the following question – *how effective are police forces at identifying and responding to vulnerabilities and associated risks to the welfare of those detained in police custody?*

11. The report's findings are presented under 7 headings and are summarised below.

    i. **The nature of vulnerability** – HMIC defined the main areas of vulnerability as being connected to:
        i. Mental health problems;
        ii. Learning difficulties;
        iii. Physical illness or disability;
        iv. Alcohol and/or substance misuse;
        v. Age; and
        vi. Race.

    HMIC experienced people from all of these categories being taken into custody in the six forces visited.

ii. **First point of contact and diversion**. Inspectors found evidence that custody could have been avoided for a number of vulnerable adults and children had other services been available to help them. HMIC found many cases where people had been taken into custody, not because they had committed a crime but because they were a risk to themselves or others.

iii. **In the custody suite**. Although respondents to HMIC's "Detainee Voice Project" felt that strip searches were often undignified, degrading and unjustified, Inspectors visiting the six forces observed that the majority of people detained were treated respectfully and cared for well. They found examples of custody sergeants taking great care to deal with vulnerable people and children in a sensitive and appropriate way and for the most part use of force was proportionate and strip searches were carried out sensitively. However, HMIC also found that through no fault of their own, police officers are trying to respond to children and those suffering from mental health issues in an environment and with policing tools, skills and knowledge that are unsuited to the task.

iv. **Release or transfer from police custody**. HMIC found little evidence that custody staff made arrangements for continuing support with any degree of consistency. It was also found that despite a wide range of proactive approaches by forces to divert people away from custody, the number of vulnerable people repeatedly detained was high.

v. **Black and minority ethnic (BAME) detainees**. The data collection conducted by HMIC indicated a disproportionately high number of people from African-Caribbean groups (compared to numbers in the general population) were both in custody and subject to strip searches. The report noted that during the inspection fieldwork they did not observe any difference in the treatment of BAME and white detainees held in custody.

vi. **Leadership, governance and accountability**. Although HMIC found that the leadership teams in all forces emphasised the importance of protecting vulnerable people, this was not always bringing about a shared and consistent understanding of vulnerability among police officers and staff across forces. HMIC also found a lack of relevant data collected and used by forces that would enable them to monitor and assess their performance or improve services.

vii. **Partnership working**. The inspection found that strong partnership arrangements were essential to prevent vulnerable people being taken into custody, ensure appropriate treatment whilst in custody and provide support when leaving custody. It also found that effective work with partner agencies was actually hindered by the range and number of agencies involved with vulnerable people. Police custody provision is designed to meet the requirements of the criminal justice system,

however, HMIC found that it now has a significant role as a function of the health and social care system.

12. HMIC made 18 detailed recommendations as a result of this inspection. Of those recommendations, 6 are for police forces to consider and progress, the remainder being recommendations aimed at the Home Office, College of Policing and other agencies.

13. The recommendations are included in Appendix A together with an initial assessment of work that will need to be done to comply with them.

14. Members are asked to note in particular Recommendation 2 which proposes specific types of custody data are collected and reported to police and crime commissioners. This information will form part of a report that will be submitted to future Sub Committees for oversight.

Stop and Search Powers 2: Are the Police using them effectively and fairly

15. In 2013 HMIC published Stop and Search Powers: Are the police using them effectively and fairly. That report concluded that stop and search powers were rarely targeted at priority crimes. It also found that fewer than half of forces complied with the requirements of Code A of the Code of Practice governing the use of stop and search. HMIC made 10 recommendations and committed to revisit the subject 18 months later to assess progress against those recommendations.

16. Additionally, in 2014 the Home Secretary commissioned HMIC to review other powers that police can use to stop people (such as s.163 of the Road Traffic Act 1988), provide analysis of how forces compare with overseas jurisdictions and examine the use of search powers involving the removal of more than a person's outer clothing to assess the extent to which such searches are lawful, necessary and appropriate.

17. All 43 forces were contacted and asked to supply data. Only 6 forces were actually visited by HMIC, City of London was not one of those forces.

18. The report presents its findings split into three section:

    i. **Progress against the 2013 report's recommendations**. HMIC found that insufficient progress has been made in the following areas:

        i. Establishing authorised professional practice specifying what constitutes effective and fair stop and search powers (College of Policing);
        ii. Designing national training to improve officers' skills and knowledge (College of Policing);
        iii. Improving officers' understanding of the impact stop and search can have on community confidence;
        iv. Providing a route for people to make a formal complaint quickly and easily; and

v. Introducing a nationally agreed form for the consistent recording of stop and search encounters.

HMIC did find evidence of progress against recommendations, particularly in the areas of using intelligence from stop and search encounters to inform the response against crime fighting generally, allowing stop and search records to be scrutinised by community representatives and in the better use of technology to record relevant information about stop and search encounters.

ii. **Effectiveness of use of s.163 Road Traffic Act 1988[1] and Police Reform Act 2002[2]**. HMIC encountered significant difficulties in obtaining sufficient information from forces to assess whether these powers were being used effectively or not, with very few forces collecting this data. That also means that forces do not have data available which demonstrates the powers are being exercised fairly and proportionately.

iii. **Searches involving removal of more than an outer coat, jacket or gloves[3]**. Whilst almost all forces have procedures governing the exercise of stop and search, fewer than half of forces provide guidance about searches involving the removal of more than an outer coat, jacket or gloves. Most forces do not record which stop and search encounters involve more than the removal of those items. As at ii above therefore, HMIC found they have no way of assessing whether or not these more intrusive searches are being conducted lawfully and in a fair and proportionate manner.

19. The report makes 11 recommendations. Of those, only 3 are for forces to address directly, the remainder are directed at the Home Office, the National Police Chiefs' Council and the College of Policing either individually or jointly. All the recommendations are included in Appendix A to this report.

Joint review of Disability Hate Crime follow up.

20. This joint[4] follow up review, published on 22nd May 2015, considered how the police, Crown Prosecution Service and national probation service providers have responded to the 7 recommendations made by the Criminal Justice Joint Inspection (CJJI) review of disability hate crime published in March 2013. 6 police forces were inspected as part of the review; the City of London Police was not one of them.

[1] S.163 RTA 1988 relates to the power to stop and search vehicles by any constable in uniform
[2] Specifically powers exercised by PCSOs to seize alcohol and tobacco from young people
[3] Code A specifies three levels of search: a search involving removing no more than an outer coat, jacket or gloves; a search involving more than the removal of those items but not one exposing intimate parts of the body; and a search exposing intimate parts of the body (commonly referred to as a strip search).
[4] Conducted by HMIC, HMCPSI and HMI Probation

21. The 2013 review highlighted the need for the 3 agencies to take appropriate steps to ensure that the public and those working in the criminal justice system understood disability hate crime. Of the 7 recommendations made as a result of the 2013 review, 3 were joint actions for all three agencies (at national association level), 1 was directed solely at the police service, 2 were for the CPS and 1 was for the national probation service providers. Only those areas relevant to policing are included below.

    i. **Recommendation 1 (Joint)** – to agree and publish a single, clear and uncomplicated definition of a disability hate crime that is communicated effectively to the public and staff. Although a definition was produced only 1 month following the review, the CJJI found that communication by forces to the public and to their front lines still requires improvement.

    ii. **Recommendation 2 (Joint)** – the 3 agencies, when developing their strategic aims, should consider disability hate crime and the need for its reporting to be increased. The CJJI found that whilst hate crime generally was mentioned in a number of police and crime plans examined, disability hate was not specifically referred to, nor were forces doing enough to increase awareness amongst the public and consequently the reporting of these crimes.

    iii. **Recommendation 3 (Joint)** – the 3 agencies should consider how their front line staff participate in effective disability hate crime training to improve (as appropriate) investigative, prosecution and rehabilitation skills. The CJJI found that although good progress had been made at a national level, training delivered by individual forces remains variable. The report notes that the College of Policing has accepted a commission from the national policing lead to conduct a comprehensive learning needs analysis for hate crime. This will be done with the aim of embedding hate crime as thread throughout all relevant training packages.

    iv. **Recommendation 4 (Police)** – forces should review the methods by which information is received from the public to ensure that every opportunity is being taken to identify victims of disability hate crime. The CJJI found no evidence that any of the 6 forces inspected had conducted such a review and none routinely scrutinised the means by which victims of disability hate crime chose to report crimes. There have been no reports of disability hate crime made in the City of London since 2011/12 (when there were 2). However, the Force plans to implement various measures (including training and awareness campaigns for officers and the public) that will assist in identifying victims of disability hate crime.

Joint Inspection of the Provision of Charging Decisions

22. The Provision of Charging Decisions report, which was published on 28th May 2015, details the findings of a joint inspection carried out by Her Majesty's

Crown Prosecution Service Inspectorate (HMCPSI) and HMIC that scrutinised how well the police and CPS ensure quality charging decisions are made. The inspection also looked at progress made since the last full inspection of this area, which was in 2008.

23. The statutory charging scheme requires the CPS to provide charging decisions 24 hours a day, 365 days a year. The report accepts that the charging landscape is now very different from that which existed at the time of the 2008 report. However, something that has not changed is the importance of a decision to charge someone with a criminal offence representing a fundamental stage in the criminal justice process. Getting it right at the outset protects the innocent from enduring the stress of facing a trial and helps to ensure there are just outcomes for the guilty and their victims. The framework for this inspection therefore was to look at the extent to which charging decisions, whether taken by the police or CPS, are timely and of a high quality.

24. The inspectors visited 6 police forces and their aligned CPS areas[5] and examined 650 police and CPS charged cases. The City of London Police was not involved in the inspection.

25. The inspection found:
    i. There is a renewed national focus on charging at senior level, which was seen as encouraging;
    ii. Performance information relating to charging is largely absent yet is a key requirement to identifying issues and making improvements;
    iii. Errors in the way charging decisions are uploaded onto the CPS case management system are leading to under recording;
    iv. The merging of the supervisory and decision making role could be problematic if the supervisor being required to make a decision was not actively involved in the case;
    v. In 91.9% of cases examined where the decision to charge had been made by the police, that decision was correct. In 9.6% of cases where CPS Direct (CPSD) directed no further action, the police should have made the decision.
    vi. There was inconsistency in the approach by police as to when cases of domestic abuse should be referred to the CPS;
    vii. In some cases, where the police should have taken no further action because of insufficient evidence, cases were referred incorrectly to the CPS for a charging decision;
    viii. 58.9% of cases examined where no further action was directed by the CPS met the definition of domestic abuse, possibly due to

[5] Cheshire, Merseyside (CPS Mersey-Cheshire); Devon and Cornwall, Gloucestershire (CPS South West); MPS (CPS London); and South Wales (CPS Cymru-Wales)

inconsistencies between the Director's Guidance and the CPS guidelines on domestic abuse;

ix. Effective pre-charge bail management by police had improved since the 2008 inspection, however, some issues remain over the length of pre-charge bail periods (particularly where forensic evidence is required), which could be compounded by the time it took the CPS Area to provide written advice;

x. CPSD acknowledged police concerns about the length of time it takes to get through on the telephone;

xi. The roll out of the digital file initiative will require a substantial improvement in police file quality negating the need for the CPS to request further evidence;

xii. The resources available to CPSD to enable them to meet the demand for charging advice was significantly less than they calculated they need and current structures for out of hours work are unsustainable.

26. The report makes 10 recommendations, reproduced in full in Appendix A. Only 3 recommendations relate to the police service.

27. Due to this report not being received until the 28th May, the Force's relevant departments are still considering its detail. However, the City of London Police does maintain a close relationship with its local CPS. That relationship facilitates frequent dialogue between the two organisations so that any issues are addressed in a timely way. The Administration of Justice department reports that there are no current issues outstanding that need to be addressed.

Phase 1 Honour Based Violence, Forced Marriage and Female Genital Mutilation Inspection

28. On the 13th May, the HMIC wrote to the Force with a draft assessment of the Phase 1 results from a current series of inspections examining forces responses to so called Honour Based Violence (HBV), Forced Marriage (FM) and Female Genital Mutilation. The Force was not visited by HMIC, relying instead on a standardised response to a request for data. The assessment was in the form of a letter and no recommendations for improvement were made. However, because HMIC have used a strict, standardised methodology to form the overall assessment, the City of London Police has been assessed as not yet prepared across all areas to protect people from harm from HBV. This is a draft assessment and has been challenged by the Force.

29. The assessment has been split under 4 heads, together with a section assessment, as immediately below:

i. **Leadership** - The City of London Police has prepared its leadership and governance structures in order to support its ability to identify and respond to cases of HBV.

ii. **Awareness and understanding** - The City of London Police is prepared in respect of its awareness and understanding of HBV, both in terms of ensuring that victims are identified and that officers and staff recognise, understand and identify victims from the first point of contact.

iii. **Protection** - The City of London Police are not yet prepared in respect of the levels of protection to be offered to victims of HBV.

iv. **Enforcement and Prevention** - The City of London Police is not yet prepared in respect of enforcement against perpetrators of HBV. The force is not yet prepared to prevent offences occurring.

30. To receive an overall assessment of 'prepared' forces must achieve a 75% compliance with the assessment criteria within each of the 4 categories outlined above. However, the Force's particular circumstances do not merit adopting many of the requirements. Since 2011 there have only been 9 reports of HBV, all of which were eventually transferred out of the City because none of the victims were City residents and none of the offences occurred in the City. There have not been any reported instanced of FGM.

31. The assessment criteria expect forces to have, amongst other things, a separate performance meeting and officers dedicated to these issues. At a time when forces are having to match carefully available resources to demand based on evidence, to comply with HMIC's requirements in this area would be perverse. The fact that this inspection was a desk top assessment meant that the Force did not have an opportunity to demonstrate to HMIC that the threat from this type of criminality has been fully considered and the Force's response is more than adequate.

32. The Commissioner has written to HMIC to request the assessment is reconsidered as it presents a misleading picture of the actual situation. The assessment also contained a number of factual inaccuracies that have also been pointed out and might have a positive outcome in terms of HMIC reconsidering its assessment.

33. Phase 2 of the inspection will be on risk based basis and HMIC has already confirmed that the City of London Police will not be inspected.

Appendix

34. Appendix A provides a position statement on progress against all HMIC recommendations. Those recommendations that have been implemented and are GREEN and which have previously been reported to Members are not included.

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APPENDIX A - HMIC Report Recommendations

Position as at 9/6/2015

Traffic Light Colour	Definition
GREEN	The recommendation is implemented
AMBER	The recommendation is subject to ongoing work and monitoring
RED	The recommendation should have been implemented but has not been and is overdue
WHITE	The recommendation is dependent upon another organisation delivering a product.

Joint Inspection of the Provision of Charging Decisions

A national report
Published May 2015, a joint inspection by HMIC and HMCPSI

Total of 8 actions
Of these 5 are national and outside the remit of City of London Police.
3 actions relevant to the City of London Police
Of which 3 have been completed,
0 are still in progress.

Recommendation		Accepted	Status	Due Date	Comment
1	CPS Area managers ensure all appropriate administrative staff are trained effectively to ensure CPS Direct records of charging decisions are uploaded correctly onto the CPS case management system	NA	**NA**		This is action is for the CPS
2	The criminal justice business area committee of the National Police Chiefs' Council and the CPS revise the performance data used as part of the prosecution team performance management process to ensure they capture essential charging information	NA	**NA**		This is action is for the CPS

Recommendation		Accepted	Status	Due Date	Comment
3	Police forces ensure that there are sufficient trained decision-makers available to ensure that timely high quality decisions are made in accordance with the Code for Crown Prosecutors and the Director's Guidance on Charging	Yes	**GREEN**		This subject in included in the Sergeants' Custody course. CID DS undertake this function
4	The College of Policing, in conjunction with the CPS, produces a set of national learning standards, for local delivery, which as a minimum includes: • the operation of the Director's Guidance on Charging; • the Code for Crown Prosecutors; and • the content of Charging Reports and the National File Standard	NA	**NA**		This is action is for the CPS and College of Policing
5	All police forces have effective processes for the supervision and management of pre-charge bail in accordance with Authorised Professional Practice	Yes	**GREEN**		Current practice in CoLP reflects APP
6	CPS Areas, in consultation with their aligned police forces, set out clearly the arrangements for the provision of early investigative advice	NA	**NA**		This action is for the CPS
7	The criminal justice business area committee of the National Police Chiefs' Council and the CPS review the Director's Guidance on Charging to assess whether the range of offences the police can charge needs to be amended	NA	**NA**		This action is for the CPS & NPCC
8	The rationale for police decisions to take no further action or proceed by way of an out of court disposal be recorded with the following information: • the decision-maker's application of the full Code for Crown Prosecutors test; and • in relevant cases, consideration of the gravity matrix. and, that wherever possible, that record is included on the MG3 form	Yes	**GREEN**		This is currently reflected on the MG3

Joint Review of Disability Hate Crime Follow-up

A national report
Published May 2015, a joint inspection by HMIC, HMCPSI and HMI Probation

Total of 7 actions
Of these 6 are national and outside the remit of City of London Police.
1 action is relevant to the City of London Police
Of which 0 have been completed,
1 is still in progress.

Recommendation		Accepted	Status	Due Date	Comment
1	The police, CPS and probation trusts should adopt and publish a single, clear and uncomplicated definition of a disability hate crime that is communicated effectively to the public and staff	NA	**NA**		This is action is for the Police, CPS and Probation Trusts at a national level
2	The police, CPS and probation trusts, when developing their strategic aims, should consider disability hate crime and the need for its reporting to be increased	NA	**NA**		This is action is for the Police, CPS and Probation Trusts at a national level
3	The police, CPS and probation trusts should consider how their front-line staff participate in effective disability hate crime training to improve (as appropriate) investigative, prosecution and rehabilitation skills	NA	**NA**		This is action is for the Police, CPS and Probation Trusts at a national level
4	It is in the interest of each police force to review the different methods by which information is received from the public to ensure that every opportunity is being taken to identify victims of disability hate crime	Yes	**AMBER**	Sep 2015	The Crime Directorate have commenced an initial assessment; planned work includes awareness raising campaigns for the public and officers taking reports of crimes.
5	Regular checks should be put in place to ensure the accuracy of all CPS data relating to disability hate crime	NA	**NA**		This is action is for CPS
6	Advocates should refer to section 146 of the Criminal Justice Act 2003 as part of the sentencing process (where appropriate) and the application/outcome should be recorded	NA	**NA**		This is action is for CPS

Recommendation		Accepted	Status	Due Date	Comment
7	Disability hate crime must have a higher priority within the work of probation trusts. They should put in place procedures to ensure that offender managers preparing pre-sentence reports have all necessary CPS case papers available to them and ensure that plans, where relevant, always contain (a) objectives to address victim safety/victim awareness and (b) manage the risk posed by the offender to the victim or other potential victims	NA	**NA**		This is action is for Probation Service providers

Stop and Search Powers 2

This was a national inspection
The report was published March 2015.

Total of 11 actions
Of these 8 are national and outside the remit of City of London Police.
3 are actions relevant to the City of London Police
Of which 0 have been completed,
3 are still in progress. Details below:

Recommendation		Accepted	Status	Due Date	Comment
1	With immediate effect, while changes to the Authorised Professional Practice are being considered, the College of Policing should publish a working definition of what constitutes an effective and fair stop and search encounter.	NA	**NA**	Immediate	This action is for the College of Policing
2	Chief constables should, with immediate effect, develop plans that set out how each force will complete the action required to make good progress in relation to the recommendations in HMIC's 2013 report, and publish these plans so that the public can easily see them on their websites. These plans should include the action forces are taking to comply fully with the Best Use of Stop and Search Scheme, initiated in April 2014 by the Home Secretary.	Yes	**AMBER**	Immediate	This will be published on the CoLP Website by the end of June 2015.
3	Within twelve months, chief constables and the College of Policing should agree and implement a set of minimum recording standards for the police use of the Road Traffic Act 1988 power to stop motor vehicles and the Police Reform Act 2002 powers to search for and seize alcohol and tobacco from young people for the purpose of assessing their effective and fair use.	Yes	**WHITE**	March 2016	This action is for the College of Policing and National Police Chiefs Council before CoLP can implement

Recommendation		Accepted	Status	Due Date	Comment
4	Within twelve months, the Home Office should establish a requirement for sufficient data to be recorded and published in the Annual Data Requirement to allow the public to assess how effective and fair the police are when they use these powers.		**NA**	March 2016	This action is for the Home Office
5	Within twelve months, the Home Office should incorporate the Road Traffic Act power to stop motor vehicles and the Police Reform Act Powers to search for and seize alcohol and tobacco into Code A, so that officers are provided guidance about how they should use these powers in the same way that Code A provides guidance about stop and search powers.		**NA**	March 2016	This action is for the Home Office
6	Within twelve months, the College of Policing should make sure that the relevant Authorised Professional Practice and the stop and search national training curriculum include instruction and guidance about how officers should use the Road Traffic Act 1988 power to stop motor vehicles and the Police Reform Act 2002 powers to search for and seize alcohol and tobacco from young people in a way that is effective and fair.		**NA**	March 2016	This action is for the College of Policing
7	Within three months, chief constables should require their officers to record all searches which involve the removal of more than an outer coat, jacket or gloves. This record must specify: the clothing that was removed; the age of the person searched; whether the removal of clothing revealed intimate parts of the person's body; the location of the search including whether or not it was conducted in public view; and the sex of the officers present.	Yes	**AMBER**	June 2015	This information is already recorded except for the sex of the officers present, which will be rectified.
8	Within twelve months, the Home Office should incorporate into Code A a requirement for the recording of all searches which involve the removal of more than an outer coat, jacket or gloves and a requirement for officers to seek the authority of a supervising officer before strip searching children.	NA	**WHITE**	March 2016	This action is for the Home Office

Recommendation		Accepted	Status	Due Date	Comment
9	Within twelve months, the Home Office should work with forces to establish a requirement for sufficient data to be published in the Annual Data Requirement to allow the public to see whether or not the way that police conduct searches that involve the removal of more than an outer coat, jacket or gloves is lawful, necessary and appropriate.	NA	**WHITE**	March 2016	This action is for the Home Office
10	Within three months, chief constables should put in place a process to report, at least once a year, the information they get from recording searches that involve the removal of more than an outer coat, jacket or gloves to their respective police and crime commissioners and to any community representatives who are engaged in the scrutiny of the use of stop and search powers to help them assess whether these searches are lawful, necessary and appropriate.	Yes	**AMBER**	June 2015	Currently a technical issue with searching and creating reports on BOBS system, this is with CAPITA for resolution. This will be more easily implemented when mobile data solutions are introduced.
11	Within twelve months, the College of Policing should make sure that the relevant Authorised Professional Practice and the stop and search national training curriculum include instruction and guidance about how to make sure that searches that involve the removal of more than an outer coat, jacket or gloves are conducted in a way that are lawful, necessary and appropriate.	NA	**WHITE**	March 2016	This action is for the College of Policing to revise APP before CoLP can implement

Welfare of Vulnerable People in Custody

A national report

The report was published March 2015

Total of 18 actions

Of these 11 are national and outside the remit of City of London Police.

7 are actions relevant to the City of London Police

Of which 0 have been completed,

7 are still progress details below:

Recommendation		Accepted	Status	Due Date	Comment
1	A national group, with a set timeframe, chaired by the Home Office, should oversee implementation of these recommendations. One of the first tasks of this group should be to ensure implementation timescales are attached to these recommendations.	NA	**NA**		This action is for the Home Office
2	To improve transparency and public accountability... and to enable better management of custody practice, we recommend that police forces collect and publish data on police detention. The Home Office should work with forces to pilot a data collection series before including this as part of the mandatory Annual Data Return. As a minimum the data should include (collated by gender, race and ethnicity and age): • levels of stop and search, arrest and detention; • use of police custody as a place of safety under section 136 of the Mental Health Act 1983; • use of police custody as a place of safety under the Children Act 1989; • levels of strip-searching, use of force and other control measures (with information on the means used – see also recommendation 7); • numbers of children who are detained in police custody and for how long; • numbers of requests for children to be transferred to local authority accommodation under PACE; and • numbers of children actually transferred to local authority accommodation.	Yes	**AMBER**	July 2015	The data required has been discussed at Custody User Group and will be produced by the Performance Analysis Manager within FIB and Custody Manager. The systems have been agreed and set up to extract the data and will be published thereafter.

Recommendation		Accepted	Status	Due Date	Comment
3	Regular reports on custody, including the data above, should be provided routinely by forces for consideration by the police and crime commissioner and be published on PCC's websites, to demonstrate to the public that the police are delivering services to communities on a fair and transparent basis	Yes	AMBER	July 2015	Discussions are taking place as to the frequency this information is reported to Police Committee
4	Relevant national policing leads building on recent work of the College of Policing on how demands on police forces are changing should take the lead in designing an audit process for use within each force, to quantify, with associated costs incurred: • time spent by officers in responding to, or managing incidents involving people in need of specialist mental health care, both inside and outside the custody suite. Where this occurs in custody, this should be quantified as the time the detainee remains in custody following a request by custody staff to specialist mental health services for assistance or transfer of the detainee to hospital; and • time spent safeguarding children in custody who have been referred to, but refused local authority accommodation. This information should be used to inform local Joint Strategic Needs Assessments, assess how far resources are allocated effectively to operational demand, and determine the potential benefits of a more integrated approach to delivery of the services, including joint commissioning of services.	NA	**NA**		This action is for national leads
5	The College of Policing should develop standards across the police service for the assessment of vulnerability in custody, as a basis for risk assessment, according to the vulnerability identified.	NA	**NA**		This action is for the College of Policing

Recommendation		Accepted	Status	Due Date	Comment
6	The College of Policing should review its guidance to the police service on the use of force in relation to vulnerable people to reflect and align it with: • evidence across different sectors on best practice on the de-escalation of incidents; • the provisions of the Mental Capacity Act 2005, and related guidance, on the use of restraint for people who lack capacity to make decisions required in their own best interests; and • guidance across different sectors produced by the Independent Advisory Panel on Deaths in Custody on common principles for safer restraint.	NA	**NA**		This action is for the College of Policing
7	The police service, with the support and guidance of the College of Policing and the appropriate national policing leads, must establish a definition and a monitoring framework on the use of force by police officers and staff, linked to forces' risk registers. At a minimum this should ensure that: • more frontline officers and staff are trained in de-escalation skills; • there is a common understanding, informed by College of Policing Authorised Professional Practice on definitions of restraint and thresholds for the purposes of record-keeping; • the use of force in custody is recorded on CCTV and/or body worn cameras, and the recordings are monitored by senior managers, and made available to National Preventative Mechanism-visiting bodies as required; and • data collected on the use of force is monitored routinely, examined for trends, reported to police and crime commissioners and published on force websites to promote transparency and accountability to community groups and the wider population.	Yes	**AMBER**	December 2015	Personal safety training will be enhanced and delivered between July – December 2015. Discussions are taking place as to the frequency this information is reported to Police Committee

Recommendation		Accepted	Status	Due Date	Comment
8	The College of Policing, in collaboration with relevant health and social care partners, should promote a joint, multi-agency approach to training for frontline staff, including those working in custody, on practical ways to support diversion from custody, vulnerability assessment and risk management. At a minimum, this should address: • a shared understanding of vulnerability, its identification and warning signs; • statutory roles and responsibilities, particularly as this is relevant to diversion from police custody; • the health and social care needs of vulnerable people in police detention, and associated requirements to be able to communicate well with them; and • proposals on the practicable implementation and governance of provision, oversight and evaluation of training at a local level.	NA	**NA**		This action is for the College of Policing
9	Police forces should establish a race equality governance framework linked to the force's risk register. This framework should include: • collection of core data sets by ethnicity as set out in recommendation 1; • development of a common understanding of the current situation through analysis of the data and engagement with Independent Advisory Groups and local communities; • plans to make improvements to practice where this is identified as being necessary; and • establishing appropriate leadership and governance structures to oversee and make sure the work is carried out.	Yes	**AMBER**	August 2015	Data will be available in July 2015. Discussions with the Chair of the IAG are taking place in July 2015 to establish their involvement in the monitoring of this data.

Recommendation		Accepted	Status	Due Date	Comment
10	Police forces must comply with their duties to promote equality, as required in the Equality Act 2010, and: • recruit and promote people who have an interest in doing so; • monitor recruitment against the protected characteristics, seeking to have a workforce that reflects the communities in which the force operates; and • carry out and publish robust equality impact assessments across custody operations, which include an element of external challenge, and use these to develop improvement action plans and address any issues of discriminatory treatment.	Yes	AMBER	July 2015	Recruitment related recommendation reflects existing practice. An existing EIA is being reviewed and consultation with the IAG planned.
11	Police forces should be included as members of all Health and Wellbeing Boards in England and equivalent local partnership boards in Wales. These local bodies should have a local focus on reducing unnecessary use of police custody through inter-agency needs assessment and service planning. This will be supported in practice by: • establishing a sub group focused on custody for each local body; and • clarifying accountabilities between these local oversight bodies and those with responsibility for commissioning services, both in the NHS and in local authorities.	Yes	AMBER	July 2015	The Corporation's 'Healthy Behaviours' meeting is attended by the Inspector Custody Management. This recommendation is being discussed with the Chair.
12	The Home Office and the Department of Health should clarify the relationship between Health and Wellbeing Boards (and equivalent local partnership boards in Wales) and local commissioning bodies to ensure that police forces, local health and social care services are held to account for the provision of services to divert vulnerable adults away from custody and/or, as required in law, to vulnerable adults in custody.	NA	**NA**		This action is for the Home Office

Recommendation		Accepted	Status	Due Date	Comment
13	National work on mental health liaison and diversion and on street triage services should be used as the foundation for development of an evidence-based, integrated model of mental health crisis care, jointly commissioned and provided by the NHS, local authority social services, housing services and the police service. There should be an explicit duty between these agencies, in the interests of efficiency, to achieve collectively the aim of diverting people with mental health needs away from police custody and the criminal justice system. The model of care must include access to services for children in all cases.	Yes	AMBER	August 2015	Vetting clearance is pending for 2 specialist mental health care professionals.
14	Local Safeguarding Children's Boards (LSCBs) should hold police forces and local authority children's services to account for the provision of services to divert children away from custody and provide support as required in law to children in custody. Police forces urgently should work with local authorities and LSCBs to:128 • develop joint strategies that equip frontline staff to manage the behaviour of children looked after by the local authority so that detention is a last resort; • ensure that no child who is looked after by the local authority is denied accommodation by them; • share data, as collected under recommendation 1, to inform local joint strategic needs assessments on safe accommodation requirements for children; • record and report to the LSCB the number of children held in custody (and their legal status), the efforts made to secure alternative accommodation and the reasons for failing to do so (with plans to address them); and • promote joint engagement with local Magistrates' Associations to support a common, cross-agency understanding of relevant terminology, in particular the distinction between 'safe' and 'secure' accommodation.	NA	**NA**		This action is for the Local Safeguarding Children's Boards

Recommendation		Accepted	Status	Due Date	Comment
15	The College of Policing must work with the Association of Independent LSCB chairs to develop national guidance and protocols with the objective of reducing the criminalisation of children, particularly those looked after by local authority children's social care services. At a minimum this should include: • guidance to police and local authorities on evidence-based preventive action; • guidance to police and local authorities on appropriate action in cases where children come to police attention; • guidance to chairs of local children's safeguarding boards on good practice under section 38(6) PACE to promote consistency in holding the police service and local authorities to account; and • an expectation that police forces have a clear focus on children as a vulnerable group.	NA	**NA**		This action is for the College of Policing
16	HMIC/HMIP should give consideration to including in the Expectations for Police Custody an expectation that no child is subjected to a strip-search unless the search is intelligence-led and authorised by an officer of inspector rank or above..	NA	**NA**		This action is for HMIC and HMIP
17	The business of the National Preventive Mechanism Children and Young People's Sub Group should include a focus on children in police custody, particularly on how effective local diversion arrangements and related public service safeguarding responsibilities are in respect of children.	NA	**NA**		This action is the National Preventative Mechanism Children and Young People Sub Group

Recommendation		Accepted	Status	Due Date	Comment
18	HMIC/HMIP must undertake a review of the methodology and expectations for inspections of police custody in the light of the findings of this thematic work. In particular we recommend that: • the Expectations for Police Custody are extended to include a view of custody from the first point of contact and other risks to the welfare of vulnerable detainees' as identified in this inspection; and • the data collection undertaken in this inspection is developed to establish a 'key statistics for police custody' dataset, reflecting Equality Act 2010 protected characteristics, published at force level in inspection reports, and aggregated nationally for publication on HMIC's website.	NA	**NA**		This action is for HMIC and HMIP

Investigation and Prosecution of Fatal Traffic Incidents

A national report
Published February 2015, a joint inspection by HMIC and HMCPSi

Total of 15 actions
Of these 11 are national and outside the remit of City of London Police.
4 are actions relevant to the City of London Police
Of which 3 have been completed,
1 is still in progress.

Recommendation		Accepted	Status	Due Date	Comment
1	Police disclosure officers must ensure that all disclosure schedules prepared include policy and strategy logs.	Yes	GREEN		This is current practice
2	Police forces should ensure that the most effective and appropriate resources are deployed to the scene of collisions which involve or may involve a fatality by arranging that: • officers dispatched to the scene have the necessary training and equipment to perform the role effectively; and • specialist resources required are readily available to the senior investigating officers at the scene	Yes	GREEN		There is 24/7 roads policing capability.
3	Police forces should ensure that police officers performing the role of family liaison officer have adequate time to perform their role effectively.	Yes	AMBER	July 2015	A review of the SOP and a reminder to managers regarding the abstraction of FLO is being undertaken
4	Police forces should ensure that family liaison officers involved in road death investigations have regular mandatory checks by occupational health departments.	Yes	GREEN		Annual mandatory checks are undertaken by Occupational Health
5	The College of Policing should include road death investigation within the Professionalising the Investigation Process (PIP) levels of investigation and make the training programme accessible and relevant to all road death investigators	NA	**NA**		This action is for the College of Policing

Recommendation		Accepted	Status	Due Date	Comment
6	The College of Policing should develop and promote: • an accreditation process for all road death investigators; and • national training standards for all road death investigation personnel	NA	**NA**		This action is for the College of Policing
7	CPS Headquarters should prescribe minimum standards and a common model organisational structure for handling fatal road traffic incident cases in every CPS Area, which should promote the role of specialist prosecutors by setting out eligibility criteria, accreditation and continuing professional development requirements.	NA	**NA**		This action is for the CPS
8	CPS Headquarters should appoint a specialist fatal road traffic incident coordinator in each CPS Area including CPS Direct, and set clear expectations for the role and what it is expected to deliver.	NA	**NA**		This action is for the CPS
9	CPS Headquarters should commission a skills audit and the development and delivery of a bespoke training programme to equip specialist fatal road traffic incident prosecutors, and those senior prosecutors designated to authorise key casework decisions, with the knowledge and skills they need to make appropriate decisions and communicate with bereaved families.	NA	**NA**		This action is for the CPS
10	CPS Headquarters should issue guidance to prosecutors on the circumstances in which it is appropriate to charge assaults that arise from driving a motor vehicle.	NA	**NA**		This action is for the CPS
11	CPS Headquarters should now review the requirement for approval of all decisions on charging to be made by Deputy Chief Crown Prosecutors or other senior lawyers and if it is to be retained, all senior prosecutors so designated must undertake the programme recommended at paragraph 4.16 of the report.	NA	**NA**		This action is for the CPS
12	CPS Headquarters should add a reference to the Criminal Practice Direction on acceptance of pleas in its guidance on charging driving offences.	NA	**NA**		This action is for the CPS
13	CPS Headquarters should facilitate the flagging of all fatal road traffic incident cases on the case management system (CMS) as a separate case category and mandate the collection of statistical and performance data at Area level, publishing this on a regular basis so that future training	NA	**NA**		This action is for the CPS

Recommendation		Accepted	Status	Due Date	Comment
	programmes can be informed by learning points derived from case reviews				
14	CPS Headquarters should modify the Appeals and Review Unit's (ARU) practice of creating a separate case file on the case management system (CMS) where an appeal or Victims' Right to Review (VRR) referral has taken place as it unreasonably restricts access by the CPS Area staff to all records of review and other case material.	NA	**NA**		This action is for the CPS
15	CPS Headquarters should require all Areas to agree a standard protocol with minimum content with each police force in their region and meet regularly to review its effectiveness.	NA	**NA**		This action is for the CPS

Integrity Matters

A National report
Published January 2015

Total of 14 actions
Of these 5 are national and outside the remit of City of London Police.
9 were actions relevant to the City of London Police
Of which 7 have been completed,
2 are still in progress.

Recommendation		Accepted	Status	Due Date	Comment
9	By 31 August 2015, all forces should ensure that their policies on the acceptance of gifts and hospitality comply with the national guidelines. By the same date, all officers and staff should be reminded of the policies.	Yes	AMBER	August 2015	Policy and SOP were updated in April 2015. A reminder has been scheduled, using the Triple A system.
12	By 31 August 2015, all forces should ensure they have the necessary capability and capacity to develop and assess corruption-related intelligence in accordance with the authorised professional practice.	Yes	AMBER	August 2015	Resourcing being assessed
13	By 31 August 2015, all chief constables should satisfy themselves that they have processes in place to ensure that investigations into misconduct by officers and staff resulting in "no further action" are fair and free of any form of discrimination.	Yes	GREEN	August 2015	Peer reviews in place – conducted by HR
14	By 31 August 2015, all forces should ensure that there is sufficient analytical capability to analyse threats, risks, harms and trends in respect of misconduct, criminality and corruption in support of professional standards departments and anti-corruption units.	Yes	GREEN	August 2015	CoLP has analytical capability within PSD

Police Integrity & Corruption

This was a City of London Police specific report
Published November 2014

Total of 4 actions
Of these 0 are national and outside the remit of City of London Police.
4 were actions to the City of London Police
Of which 4 have been completed

This action plan is now complete and will not be reported upon in future.

Crime Inspection 2014

This was a City of London Police specific report
Published November 2014

Total of 3 actions
3 were actions to the City of London Police
Of which 2 have been completed,
1 is still in progress.

Recommendation		Accepted	Status	Due Date	Comment
3	Within 3 months, the City of London Police should develop and commence the implementation of a plan to improve the quality of victim services and contact beyond that already provided to victims supported by the vulnerable victim co-ordinator role within the public protection unit.	Yes	RED	February 2015	Although the deadline was missed, following a comprehensive scoping exercise by the Vulnerable Victim Coordinator, the Victim Charter is now due to be completed by the end of July 2015, which will improve the service to victims generally. Additionally, a funded economic crime victim care unit has been established to cater specifically for the victims of fraud.

Undercover Policing

A national report
Published October 2014

Total of 49 actions
Of these 32 are national and outside the remit of City of London Police.
15 were actions relevant to the City of London Police
Of which 12 have been completed,
3 are still in progress.

Recommendation		Accepted	Status	Due Date	Comment
17	Chief constables should establish and promulgate standard operating procedures to be adopted by all forces and other law enforcement agencies in accordance with the Authorised Professional Practice.	Yes	**WHITE**		Force SOP exists, however, APP not released so compliance with APP provisions cannot currently be assessed.
30	Chief constables and the heads of law enforcement agencies should enforce a consistent and fair reintegration strategy to enable undercover officers to return to other policing or agency duties.	Yes	**AMBER**	June 2015	Reintegration strategy is nearing completion.
49	Chief constables and the heads of law enforcement agencies should review their force or agency's approach to the use of undercover online policing and in every case ensure compliance with the Strategic Policing Requirement.	Yes	**AMBER**	September 2015	This was discussed with the College of Policing. APP covering undercover online activity is not available at this time. CoLP does not currently have an SOP for this area. Further research is necessary before an SOP can be produced.

Core Business, previously known as Making Best Use of Police Time

This was a national report.
The report was published September 2014

Total of 40 actions
Of these 3 are national and outside the remit of City of London Police.
37 were actions relevant to the City of London Police
Of which 28 have been completed,
9 are still in progress.

Recommendation		Accepted	Status	Due Date	Comment
2	Not later than 31 March 2015, all forces' planning documents should contain clear and specific provisions about the measures forces will take in relation to crime prevention, in accordance with the published national preventive policing strategy and framework and in discharge of chief constables' duties under section 8 of the Police Reform and Social Responsibility Act 2011 to have regard to the police and crime plans of their police and crime commissioners.	Yes	**WHITE**	March 2015	This is, in part, is dependent upon the publication of the National Preventative Policing Strategy and framework. However, the Policing Plan already contains specific provisions relating to prevention activities and there is a Force crime prevention strategy.
6	By 20 October 2014, the one force which has not already done so should adopt a sound force-level definition of a repeat victim of anti-social behaviour.	NA	**NA**		This action does not relate to CoLP, which already uses a force-level definition of a repeat victim of ASB

Recommendation		Accepted	Status	Due Date	Comment
15	Not later than 31 March 2015, all forces should establish and operate adequate processes for checking whether attendance data are accurate, including dip-sampling records.	Yes	RED	March 2015	A gap analysis, which required significant and time consuming research (now complete) is being undertaken to confirm that all routes for reporting crime have a process to confirm attendance. Whilst the due date was missed, the action is now almost complete.
16	By 1 September 2015, all forces should work with the College of Policing to carry out research to understand the relationship between the proportion of crimes attended and the corresponding detection rates and levels of victim satisfaction.	Yes	WHITE	September 2015	College of Policing engagement with forces has not commenced.
26	All forces should work with the College of Policing to support its work to establish a full and sound understanding of the demand which the police service faces. Forces should understand what proportion of demand is generated internally and externally, and the amounts of time taken in the performance of different tasks. All forces should be in a position to respond to this work by 31 December 2015.	Yes	WHITE	December 2015	College of Policing engagement with forces has not commenced. However, CoLP has commenced its own programme of work around demand.
27	All forces should progress work to gain a better understanding of the demands they face locally, and be prepared to provide this to the College of Policing to establish good practice in this respect. All forces should inform HMIC of their progress on this matter through their annual force management statements.	Yes	AMBER	December 2015	Annual Force Management Statements have not been released to forces at this time. Demand is currently being assessed by the Force.
29	All forces should work with the College of Policing to continue with its work to establish a full and sound understanding of the nature and extent of the workload and activities of the police service. All forces should be in a position to respond to this work by 31 December 2015.	Yes	WHITE	December 2015	College of Policing engagement with forces has not commenced.

Recommendation		Accepted	Status	Due Date	Comment
32	All forces should work with the College of Policing to progress its work into how mental health cases and ambulance provision can be better managed. All forces should be in a position to respond to this work by 31 December 2015.	Yes	AMBER	December 2015	Contact made with College of Policing, internal work progressing.
33	All forces should work with the College of Policing to progress the work it has taken over from the Reducing Bureaucracy Programme Board to establish opportunities where savings can be made. All forces should be in a position to respond to this work by 31 December 2015.	Yes	WHITE	December 2015	College of Policing engagement with forces has not commenced.
36	By 1 September 2015, all forces should conduct a review into their use of video and telephone conferencing and ensure that it is being used wherever appropriate.	Yes	AMBER	September 2015	To be undertaken as part of the Accommodation Programme

Crime Data Integrity

This was a City of London Police specific report.
The report was published August 2014

Total of 10 actions
10 are actions to the City of London Police
Of which 7 have been completed,
3 are still in progress.

Recommendation		Accepted	Status	Due Date	Comment
3	The force should amend the procedure to transfer crimes to another force to include guidance on the transfer of evidential material.	Yes	RED	March 2015	Unfortunately this deadline was missed due to a local misunderstanding regarding the need for documented guidance. The current process includes details as to where evidential material is held when the crime is transferred, but this is undocumented. Documented guidance will now be completed by July 2015.
4	The force should review the recording and quality assurance of the use of cannabis warnings to ensure they are only used in appropriate cases, are subject to effective supervisory oversight, and that the implications to the offender of accepting the warning are explained and recorded.	Yes	RED	Immediate	The revised Cannabis SOP is due to be published in July 2015. Delays were caused by extensive consultation and negotiation regarding the exercise of discretion, which has now been agreed.
10	The force should conduct a NCRS and HOCR training needs analysis. Immediately thereafter, it should introduce a tiered, co-ordinated training programme on NCRS and HOCR, prioritising personnel in roles which impact on quality, timeliness and victim focus. In particular, it should ensure the training is always made available to new personnel, including supervisors, during their induction to the control room.	Yes	RED	April 2015	The Force Crime Incident Registrar is conducting the training needs analysis and developing a training rollout plan. This will be completed by July 2015. Local restructuring and redefining some staff roles has impacted on the FCIR's ability to meet this deadline.

Domestic Abuse

This was a national inspection with individual force recommendations.
The report was published March 2014.

Total of 5 actions
Of these 0 are national and outside the remit of City of London Police.
5 were actions relevant to the City of London Police
Of which 4 have been completed,
1 is still in progress. Details below:

Recommendation		Accepted	Status	Due Date	Comment
4	The force should make more effective use of body-worn cameras to capture early evidence of injuries and scene footage to strengthen the evidence base for prosecutions.	Yes	AMBER	June 2015	Deployment will commence in July 2015

Stop & Search

This was a primarily a national report, but specific force recommendations were made separately.
The report was published July 2013

This action plan incorporates new recommendations to comply with the principles of the Home Office "Best Use of Stop & Search" which the Force signed up to on the 26th August 2014.

National Report

Total of 10 actions
Of these 2 are national and outside the remit of City of London Police.
8 were actions relevant to the City of London Police
Of which 5 have been completed,
2 are still in progress. Details below:

Recommendation		Accepted	Status	Due Date	Comment
1	Chief Constables and the College of Policing should establish in the stop and search Authorised Professional Practice document a clear specification of what constitutes the effective and fair exercise of stop and search powers, and guidance in that respect. This should be compliant with the code of practice.	NA	**WHITE**		This action is for the College of Policing re Authorised Professional Practice. The Force will work with the CoP in whatever capacity it can to support delivery of this recommendation
4	The College of Policing should work with Chief Constables to design national training requirements to improve officers': understanding of the legal basis for their use of stop and search powers; skills in establishing and recording the necessary reasonable grounds for suspicion; knowledge of how best to use the powers to prevent and detect crime; and understanding of the impact that stop and search encounters can have on community confidence and trust in the police. Specific training should also be tailored to the supervisors and leaders of those carrying out stops and searches.	NA	**WHITE**		This action is for the College of Policing re Authorised Professional Practice. The Force will work with the CoP in whatever capacity it can to support delivery of this recommendation

Recommendation		Accepted	Status	Due Date	Comment
5	Chief Constables should ensure that officers and supervisors who need this training are required to complete it, and that their understanding of what they learn is tested.	Yes	AMBER	Will be determined following College of Policing rollout	The College of Policing are producing a training package, but this is not expected to be rolled out until January 2016
9	Chief Constables should introduce a nationally agreed form (paper or electronic) for the recording of stop and search encounters, in accordance with the code of practice.	Yes	AMBER	Will be determined following Chief Constables Council input	No national form exists. The Force awaits recommendations from the Chief Constables Council and is moving towards a mobile tablet solution.

City of London Police Recommendations

Total of 15 actions

Of these 0 are national and outside the remit of City of London Police.

15 were actions to the City of London Police

Of which 10 have been completed,

5 are still in progress. Details below:

Recommendation		Accepted	Status	Due Date	Comment
2	Publish a force definition of an effective outcome from the use of stop and search powers.	Yes	**WHITE**	To be determined upon national guidance becoming available	The force awaits national guidance and discussion has been had with the Community Scrutiny Group
5	To analyse the effects of the use of stop and search powers on recorded and detected crime, including mapping of searches against crimes.	Yes	**AMBER**	October 2015	Rollout of the tablet devices in October 2015 will enable the mapping and analysis of Stop and Search
10	Ensure Officers respond to the new National Training Standard for Stop & Search.	Yes	**WHITE**	January 2016	The College of Policing is reviewing national training and is expected to rollout training in January 2016.
11	Ensure Officers are fit to exert Stop and Search powers.	Yes	**WHITE**		The College of Policing will be introducing an assessment for officers. CoLP is awaiting its release.
15	Stop and search data added to force crime maps	Yes	**AMBER**	October 2015	Rollout of the tablet devices in October 2015 will enable the mapping and analysis of Stop and Search.

An Unannounced Inspection Visit to Police Custody Suites

A joint inspection by HM inspectorate of Prisons and HM inspectorate of Constabulary
This was a City of London Police inspection
The report was published November 2012

Total of 37 actions
37 were actions to the City of London Police
Of which 33 have been completed, 3 closed to be considered as part of any new Custody facility and 1 is still in progress. Details below:

Recommendation		Accepted	Status	Due Date	Comment
4	Arrangements in booking-in areas should allow for private communication between detainees and staff	Yes	CLOSED		Closed – to be considered as part of any new Custody facility
5	There should be designated adapted cells that have a lowered call bell.	Yes	CLOSED		Closed – to be considered as part of any new Custody facility
15	Suitable facilities should be provided for detainees to have exercise in the open air	Yes	CLOSED		Closed – to be considered as part of any new Custody facility
24	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.	Yes	RED	Mid April 2015	Despite this action being actively chased by the Custody management, progress has been dependent on the NHS providing information relating to the vetting of staff. This has been very difficult to obtain, which has delayed the start of Liaison and Diversion Health Care professionals resulting in the due date being missed. In the meantime existing arrangements continue whereby Health Care Professionals refer individuals to psychiatric specialists.

Committee:	Date:
Performance and Resource Management sub (Police) Committee	30 June 2015
Subject: Internal Audit Update Report	**Public**
Report of: Head of Internal Audit	**For Information**

Summary

The purpose of this report is to provide the Committee with an update on the work of Internal Audit that has been undertaken for the City of London Police since the last committee meeting in March 2015.

All internal audit work scheduled for the financial years 2013-14 and 2014-15 has now been fully completed, with the exception of one additional unplanned review remaining at draft report stage. Twelve full assurance reviews were undertaken during the year, as well as four mini-assurance and five spot check reviews.

Internal audit work undertaken during 2014-15 concluded that controls were generally adequate, with the majority of reviews receiving a Green assurance opinion. Two reviews in respect of PBX Resilience and ICT Disaster Recovery received Red assurance opinions. These have been previously reported to the committee and control frameworks improved. A further review which was requested by the Director of Corporate Resources has been completed to draft stage and identified some weaknesses in respect of procuring temporary staff and processing invoices on hold. These will be reported in the next update committee report when the review has been finalised.

Work has now commenced on the 2015-16 planned internal audit work.

Recommendation

- That this report is noted.

Internal Audit work 2014-15

1. There were a total of 203 audit days performed for the City Police during the financial year 2014-15, compared to 90 planned days. This included work that had been carried forward from 2013-14 (Appendix 1), as well as 2014-15 planned work (Appendix 2), additional work resulting from a management request and additional assurance work for the audit of PBX.

2. Twelve full assurance reviews were undertaken during the year, as well as four mini-assurance and five spot check reviews. Internal audit work generally resulted in a Green assurance opinion rating, although there two Red assurance opinions in respect of the reviews on PBX Resilience and Disaster Recovery, and three Amber assurance opinions in respect of Fees and Charges, Police Overtime, and Police Bank Accounts.

3. There were a total of 55 recommendations made in the audits finalised in 2014-15 which have been analysed as follows:

Table 1: Recommendations made during 2014-15

	Assurance Opinion	**Recommendations**			
Full Assurance Reviews		**Red**	**Amber**	**Green**	**Total**
Police Project Office	Green	-	-	1	1
Police Compensation Claims	Green	-	-	3	3
Police Third Party Payments	Green	-	-	4	4
Police Fees and Charges	Amber	-	2	-	2
Police Fleet Management	Green	-	-	3	3
Police Overtime	Amber	1	1	-	2
PBX Fraud	Green	-	2	5	7
PBX Resilience	Red	3	1	-	4
ICT – Disaster Recovery	Red	1	-	-	1
Business Continuity	Green	-	1	5	6
Mini Assurance Reviews					
Police Bank Accounts	Amber	-	6	1	7
Spot Check Reviews					
Police Cash Income	Green	-	-	4	4
Performance Measures	Green	-	1	5	6
Police Procurement Cards	Green	-	1	1	2
Police Seized Goods	Green	-	1	2	3
Total		**5**	**16**	**34**	**55**

All recommendations were agreed with management.

4. The following reviews have been finalised since the last update report to your committee in March 2015.

Police Overtime (20 days) (Green assurance opinion)

5. The controls over the processing of police officers' overtime claims are satisfactory. From a sample of 20 claims examined on a random sample basis, no errors were identified. However, the introduction of a "self-service" electronic system of inputting, checking and processing claims would be advantageous from both control and efficiency perspectives. Spreadsheets, which include details of overtime payments, are not password protected and could be forwarded to other

members of City staff as well as outside of the organisation. It was also found that saved details of overtime claims are stored on the Force's shared drive, with no restriction of access.

6. Two recommendations were made and both have been agreed by management. The Red rated recommendation concerning encryption of information transfers has been implemented. The Amber rated recommendation for self-service input of claims is subject to an upgrade of the current Human Resources system, which is a CoLP project, although not yet started.

Business Continuity (BCMS) (15 days) (Green assurance opinion)

7. A Green assurance opinion has been provided on the basis of the current status and the impetus of various Force initiatives. In respect of 'core functions' the Force has identified and approved core functions with the BCMS and as such they are referred to (e.g. Control Room and Custody) on a regular basis within the various BC groups.

8. Documentation of the BCMS was found to be of a mixed quality. There has been extensive work regarding Risk (e.g. Performance Dashboard) and other BCMS issues. One Amber recommendation has been made regarding the lack of a single depository for access to business continuity plans and information. This issue is known to the Force and it is in the process of being addressed. One Green rated recommendation was made regarding the need for key documents to be produced (e.g. Business Impact Analysis and a Business Continuity Plan).

9. A number of processes and procedures exist within the Force's BCMS but there is a lack of a comprehensive documented 'invoking and managing an incident' plan, e.g. in the event of a station suffering a major flood, fire or terrorist attack. One Green rated recommendation was made in this respect.

10. A fact finding questionnaire was issued to thirteen members of senior management and resulted in a 100% return. . While there was a generally positive consensus of opinion, there were also variations on both individual issues and the overall confidence level. The views generally endorsed a reasonable level of confidence. Issues were identified regarding documentation, training, testing and awareness and all these issues are in the process of being addressed by the Force. A Green rated recommendation was made regarding consideration of the feedback and to address issues raised.

Mini assurance and spot check reviews.

11. The one remaining mini assurance review of Informants' Funds was completed since the last update report. This revealed satisfactory controls and no recommendations were made.

Internal Audit Work 2015-16

12. The internal audit plan for the financial year 2015-16 was presented at the last committee. The scheduling of the 2015-16 reviews has been discussed with the Director of Corporate Services and details of these reviews and the proposed timetable for their delivery are included in Appendix 3. The Director of Corporate Services has, however, requested that Internal Audit discuss the work that the Professional Standards Division undertakes in respect of checking and agreeing police officers' expenses and travel claims. This is to establish the potential added value of any internal audit work in these areas. On the basis of this discussion, any changes to the 2015-16 internal audit plan will be presented to the next committee meeting.

13. There are 102 audit days for the 2015-16 schedule of work.

14. In response to a Member's request at the last committee meeting, a schedule of the proposed draft Internal Audit Plan for the five year period 2015-16 to 2020 has been included within Appendix 4

Conclusion

15. The internal audit plans for both 2013-14 and 2014-15 have been completed with one draft review awaiting finalisation.Controls were generally found to be satisfactory and Green level assurance was achieved for most reviews. Work has now commenced on the 2015-16 audit plan.

Appendices

Appendix 1 – Audit plan progress report for 2013-14
Appendix 2 – Audit plan progress report for 2014-15
Appendix 3 – Audit plan schedule for 2015-16
Appendix 4 – Draft five year audit plan 2015-16 to 2020

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Appendix 1

Schedule of Internal Audit Projects 2013-14

Full Reviews				**Recommendations**			
Project	**Planned Days**	**Completion Date**	**Current Stage**	**Total Red**	**Total Amber**	**Total Green**	**Total**
CITY FIRST PROJECT The major review of the Force was completed in March 2013. An 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.	5	30th November 2014	Completed	-	-	1	1
POLICE PROJECT OFFICE 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.	10	3rd November 2014	Completed	-	-	2	2

Full Reviews				Recommendations			
Project	**Planned Days**	**Completion Date**	**Current Stage**	**Total Red**	**Total Amber**	**Total Green**	**Total**
ASSURANCE MAPPING EXERCISE In order to provide Members with details of how the risks City's departments and the City Police face are mitigated, and to identify areas where limited internal audit resources need to be targeted, a programme of assurance mapping exercises will, therefore, be undertaken.	5	3rd November 2014	Completed	-	-	-	-
POLICE COMPENSATION CLAIMS 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.	20	14th November 2014	Completed	-	-	3	3
THIRD PARTY PAYMENTS 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.	15	30th May 2014	Completed	-	-	4	4

Full Reviews				Recommendations			
Project	**Planned Days**	**Planned Completion Date**	**Current Stage**	**Total Red**	**Total Amber**	**Total Green**	**Total**
FEES AND CHARGES 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.	20	13th June 2014	Completed	-	2	-	2
FLEET MANAGEMENT VFM 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.	10	13th June 2014	Completed	-	-	3	3

	Planned Days	Planned Completion Date	Current Stage	Recommendations			
Spot Check Reviews				**RED**	**AMBER**	**GREEN**	**TOTAL**
Property & Front Offices	4	26th June 2013	Completed	-	-	2	2
Bernard Morgan House Cash Check	5	26th June 2013	Completed	-	-	1	1
Procurement Processes	5	30th September 2013	Completed	-	-	1	1
Police Performance Measures	3	30th May 2014	Completed	-	1	5	6
Police Procurement Cards	10	13th May 2014	Completed		1	1	2
Police Officers' Travel Expenses	5	25th July 2013	Completed	-	-	2	2
Police Officer's Ad Hoc Payments	5	8th August 2013	Completed	-	-	-	-
Pre-Employment Screening	5	8th August 2013	Completed	-	-	-	-
Recruitment CSA	3	8th August 2013	Completed	-	-	1	1
Seized Goods	5	30th May 2014	Completed	-	1	2	3

Appendix 2

Schedule of Internal Audit Projects 2014-15

Full Reviews				**Recommendations**			
Project	**Planned Days**	**Planned Completion Date**	**Current Stage**	**Total Red**	**Total Amber**	**Total Green**	**Total**
POLICE OVERTIME This review will examine compliance with approved procedures. It will also consider any opportunities for efficiencies, for example, changes to shift patterns to reduce the requirement for overtime.	20	30th May 2015 (Actual)	Completed	1	1	0	2
PBX Fraud This is a real threat that can cost an organisation hundreds of thousands of pounds, indeed the CoL has been subject to such a fraud. The risk of further fraud is judged as a possibility and with a potential significant impact, therefore, Internal Audit decided to undertake three assurance reviews concerning CoL/Agilisys (covering numerous PBXs), Barbican Centre and the City of London Police per this review.	10	9th February 2015 (Actual)	Completed	0	2	5	7

Project	Planned Days	Planned Completion Date	Current Stage	Total Red	Total Amber	Total Green	Total
PBX Resilience During the PBX fraud review, a significant finding relating to the resilience of the PBX system was identified and has been reported separately.		9th February 2015 (Actual)	Completed	3	1	0	4
IT – Disaster Recovery This review intended to benchmark the IT Disaster Recovery Plan against several criteria including ISO 22301 and any specific ACPO requirements.	15	3rd March 2015 (Actual)	Completed	1	0	0	1
BUSINESS CONTINUITY/DISASTER RECOVERY The reviews key objective is to determine the assurance level of the system in dealing with a wide range of incidents. Both a comparative and benchmarking review will be performed; this will be an amalgam of standards tailored to the characteristics of the CoLP's objectives.	15	9th February 2015 (Actual)	Completed	0	1	5	6
POLICE INVOICES ON HOLD The Director of Corporate Resources requested that an audit review was undertaken to determine the reason why invoices had not been paid in respect of a temporary member of staff.	5	30th April 2015 (Actual)	Draft Report Outcome to be reported to next committee meeting	3	1	0	4

Project	Planned Days	Planned Completion Date	Current Stage	Total Red	Total Amber	Total Green	Total
Mini Assurance Reviews							
HMIC ASSURANCE REVIEW This review was requested by the Assistant Commissioner and forms part of the overall preparation of City Police benchmarking performance data for the Police Committee.	5	3rd November 2014 (Actual)	Completed	0	0	0	0
INFORMANTS FUNDS This review will examine compliance with approved procedures and include sample testing of records in order to determine their accuracy.	10	31st March 2015 (Actual)	Completed	0	0	0	0
POLICE OFFICERS' PENSIONS The purpose of this review is to test a sample of pensions' payments and calculations for compliance with the Police Pensions Scheme.	10	12th February 2015 (Actual)	Completed	0	0	0	0
POLICE BANK ACCOUNTS This review will examine the maintenance of bank accounts opened for prisoners and proceeds of crime.	5	30th November 2014 (Actual)	Completed	0	6	1	7

Project	Planned Days	Planned Completion Date	Current Stage	Total Red	Total Amber	Total Green	Total
Spot Check Reviews							
CASH INCOME	3	30th January 2015 (Actual)	Completed	0	0	4	4
PROPERTY & FRONT OFFICES	2	30th January 2015 (Actual)	Completed	0	0	0	0

,Appendix 3

City Police - Schedule of Internal Audit Projects 2015/16

Full Reviews				**Recommendations**			
Project	**Planned Days**	**Planned Completion Date**	**Current Stage**	**Total Red**	**Total Amber**	**Total Green**	**Total**
Expenses (including Travel Expenses) A probity check of Police Officer's claims for expenses in relation to their duties, including travel expenses will be undertaken. This will include: claim preparation; checking and authorisation; and budgetary control.	10	31st December 2015	Not started				
Business Travel Scheme The City Police is required to comply with the City's Business Travel Scheme. This review will ascertain compliance via sample examination of air travel purchase.	10	30th September 2015	Not started				
Police Officers' Allowances and Ad Hoc Payments Payments to police officers in accordance with agreed allowances via the police payroll will be sample tested for compliance.	10	30th September 2015	Not started				

Full Reviews				**Recommendations**			
Project	**Planned Days**	**Planned Completion Date**	**Current Stage**	**Total Red**	**Total Amber**	**Total Green**	**Total**
Police Supplies and Services & Third Party Payments An extensive analysis of payments that are posted to supplies and services, and third party payments will be undertaken. Expenditure will be challenged on the basis of: need; alternative solutions; more efficient methods of procurement.	30	31st August 2015	Planning				
Police Action Awareness Team The activities of the Police Action Awareness Team will be reviewed and assurance provided on the usefulness of outcomes.	10	30th March 2016	Not started				
Police Governance and Oversight of Outsourcing An examination of the revised IT arrangements for the Force, now provided as part of the City of London contract with Agilisys.	15	31st March 2016	Not started				

Gifts and Hospitality At the request of Committee this review has been included. This review will look to ensure compliance with the Gifts, Hospitality and Conflicts of Interest policy.	6	31st December 2015	Not started				
Interpreters Fees This review was carried forward from the 2014-15 plan as review could not be accommodated until May 2015. This review is a spot check to determine whether a sample of claims has been paid in accordance with the correct scheme, for the correct amount and correctly checked and authorised.	5	Draft Report Issued Awaiting agreement with management					
Interim Follow Up of PBX Resilience and Disaster Recovery A follow up review was requested by management of the PBX Resilience review due to the red assurance opinion and that the recommendations could not be fully implemented until December 2015. Consequently, the same was requested by the City of London Audit & Risk Management Committee of the Disaster Recovery review.	6	Due to start in July 2015					

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Appendix 4

Draft five year internal audit plan 2015 to 2020

AUDIT	DATE OF LAST AUDIT	YEAR 1 2015/16	YEAR 2 2016/17	YEAR 3 2017/18	YEAR 4 2018/19	YEAR 5 2019/20	COVERAGE IN FIVE YEARS
Full Assurance Reviews							
POLICE SUPPLIES AND SERVICES & THIRD PARTY PAYMENTS	2012.03	30	0	0	0	0	30
POLICE PREMISES RELATED EXPENDITURE	2007.01	0	0	20	0	0	20
POLICE EMPLOYEES (INC. RECRUITMENT/SCREENING)	2013.12	0	10	0	0	0	10
POLICE OFFICERS ALLOWANCES AND AD HOC PAYMENTS	2013.12	10	0	0	0	0	10
POLICE ACTION AWARENESS TEAM	NEW	10	0	0	0	0	10
POLICE FLEET MANAGEMENT VFM	2014.03	0	0	0	0	10	10
POLICE FEES & CHARGES (inc income maximisation and debt management)	2014.03	0	0	0	10	0	10
POLICE BUSINESS CONTINUITY PLANNING	2011.11	0	0	15	0	15	30
POLICE CLOTHING STORE (INCL. COMP. SYSTEM)	2007.01	0	0	10	0	0	10
POLICE BANK ACCOUNTS	2010.10	0	0	10	0	10	20
POLICE GOVT GRANTS, OTHER GRANTS & REIMBURSEMENTS (incl CJU)	2010.10	0	10	0	0	0	10
POLICE OVERTIME	2015.01	0	0	0	0	10	10
POLICE COMPENSATION CLAIMS	2014.10	0	7	0	0	15	22
POLICE EXPENSES (INCLUDING TRAVEL)	NEW	10	0	10	0	10	30
POLICE BUSINESS TRAVEL	NEW	10	0	10	0	5	25
POLICE FINANCE OFFICE FUNCTIONS	NEW	0	10	0	10	0	20
POLICE SEIZED GOODS	2014.03	0	10	0	10	0	20
POLICE INTERPRETERS FEES	2015.01	5	0	0	5	0	10
POLICE INFORMANTS FUNDS	2015.03	0	5	0	15	0	20
POLICE GIFTS AND HOSPITALITY	NEW	6	0	0	0	0	6
ICT Reviews							
STRATEGY/SECURITY & OPERATIONS	2013.12	0	15	0	15	0	30
GOVERNANCE OF ICT CONTRACT WITH AGILYSIS	NEW	15	0	0	0	0	15
INTERIM FOLLOW-UP OF PBX RESILIENCE AND DISASTER RECOVERY	2013.12	6	8	0	10	0	24
TOTAL		**102**	**75**	**75**	**75**	**75**	**402**

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