



## **Performance and Resource Management Sub (Police) Committee**

**Date:** TUESDAY, 8 DECEMBER 2015  
**Time:** 11.00 am  
**Venue:** COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

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

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**Lunch will be served in the Guildhall Club at 1pm**

**N.B: Part of this meeting could be subject to audio or visual recording.**

**John Barradell  
Town Clerk and Chief Executive**

# **AGENDA**

## **Part 1 - Public Agenda**

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**  
To agree the public minutes and summary of the meeting held on 21 October 2015.  
**For Decision**  
(Pages 1 - 4)
4. **OUTSTANDING REFERENCES**  
Report of the Town Clerk.  
**For Information**  
(Pages 5 - 6)
5. **HMIC INSPECTION UPDATE**  
Report of the Commissioner of Police.  
**For Information**  
(Pages 7 - 36)
6. **2ND QUARTER PERFORMANCE AGAINST MEASURES FOR 2015-16 SET OUT IN THE POLICING PLAN 2015-18**  
Report of the Commissioner of Police.  
**For Information**  
(Pages 37 - 72)
7. **HUMAN RESOURCES MONITORING INFORMATION**  
Report of the Commissioner of Police.  
**For Information**  
(Pages 73 - 78)
8. **INTERNAL AUDIT UPDATE REPORT**  
Report of the Head of Internal Audit and Risk Management.  
**For Information**  
(Pages 79 - 92)
9. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
10. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

11. **EXCLUSION OF THE PUBLIC**

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

**Part 2 - Non-Public Agenda**

12. **CITY OF LONDON POLICE CLAIMS (CIVIL CLAIMS (INCLUDING MOTOR CLAIMS) AND CLAIMS FOR JUDICIAL REVIEW)**

Report of the Head of Internal Audit and Risk Management.

**For Information**  
(Pages 93 - 100)

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

14. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB-COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

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## **PERFORMANCE AND RESOURCE MANAGEMENT SUB (POLICE) COMMITTEE** **Wednesday, 21 October 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, 21 October 2015 at 11.30 am

### **Present**

#### **Members:**

Deputy Douglas Barrow (Chairman)  
Alderman Alison Gowman  
Deputy James Thomson  
Deputy Joyce Nash  
Kenneth Ludlam

#### **Officers:**

Alex Orme	Town Clerk's Department
Katie Odling	Town Clerk's Department
Chris Harris	Chamberlain's Department
Ian Dyson	Assistant Commissioner
Hayley Williams	Chief of Staff

### **1. APOLOGIES**

An apology for absence was received from Henry Pollard.

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

There were no declarations of interest.

### **3. MINUTES**

RESOLVED – That the Minutes of the meeting held on 30 June 2015 be approved.

### **4. OUTSTANDING REFERENCES**

RESOLVED – That the list of outstanding references be noted.

#### **1. Police Compensation Claims**

The Chamberlain informed Members that there were a number of minor claims relating to a wide range of matters including motor vehicle damage, however there were on occasion some significant claims processed.

The Chairman thanked the Chamberlain for the update and requested a more detailed report to the Sub Committee in December which provided a summary of the value of the claims and also an analysis of what was covered by insurance.

## **2. Common audit areas**

The Sub Committee requested further information regarding the common areas provided within the report so that any issues could be identified.

## **5. 1ST QUARTER PERFORMANCE AGAINST MEASURES SET OUT IN THE POLICING PLAN 2015-18**

The Sub-Committee received a report of the Commissioner of Police which summarised the performance against measures set out in the Policing Plan 2015-2018 for the first quarter of the 2015-2016 year.

The Sub-Committee discussed the format of the report and it was agreed that future reports would contain data for a three year period and that where data was not available, this would be stated.

Measure two – ‘The level of community confidence that the City of London is protected from terrorism’ – The Sub-Committee discussed expectations should a terrorist attack occur and encouraged information to be circulated to residents, businesses etc. to increase the knowledge of Police counter terrorism operations.

Measure six – Levels of victim-based violent crime – Members noted that at the end of the first quarter the Force recorded a 38.7% increase in the level of victim based violent crime compared to 2014/15 resulting from 60 more offences.

The Sub-Committee discussed the interest in fraud and cyber-crime and noted that a new system would deliver significant improvements and measures were now being considered for 2016/17.

The Assistant Commissioner reported on the ‘Safe and Secure Town Centres at night Toolkit’ which was intended to provide stakeholders in the night-time economy with a structure for measuring the issues involved in alcohol-related violence and disorder in town centres at night by identifying priorities and taking action to deal with them. The Force was working closely with the Safer City Partnership to progress this area of work.

The Assistant Commissioner reported that the Force had not seen an increase in gang related crime in the city.

RESOLVED – That the report be noted.

## **6. 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 circulated an updated progress report on the outstanding HMIC recommendations.

During the discussion, reference was made to the following –

Members were informed that whilst the force had processes in place to record attendance on CAD, the Crime systems did not enable attendance to be confirmed. Processes for checking attendance data was accurate were dependent upon the replacement of CAD and Crime systems expected in 2016 and integration between these systems. The replacement of CAD is a Metropolitan Police project. Members would receive clarification regarding the progress of this action prior to the next meeting.

Members noted that Intelligence requests for open source and social media enquiries could be made through the Force Intelligence Bureau during working hours. The new RIOs were commencing training and would be in post by January 2016.

Reference was made to specific custody reports regarding children and it was noted that a monthly management report was being setup to enable a review by the due date of February 2016.

The Assistant Commissioner agreed to circulate a briefing note to the Sub-Committee regarding the outcome of the Hot Debrief and it was noted that the Force had received an overall 'Good' rating on the appeal inspection – more details were available on the HMIC website.

RESOLVED – That the report be noted.

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

There were no questions.

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

There were no items of urgent business.

**The meeting ended at 1.00 pm**

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Chairman

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## PEFORMANCE AND RESOURCE MANAGEMENT SUB (POLICE) COMMITTEE

### OUTSTANDING REFERENCES

No.	Meeting Date & Reference	Action	Owner	Status
1.	04/12/2014 Item 10	<u>Police compensation claims</u> - 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	<b>Completed</b>
	21/10/2015 Item 4	It was agreed to provide a report to the Sub Committee in December which provided a summary of the value of the claims and also an analysis of what was covered by insurance.	Head of Internal Audit	<b>Report scheduled for December 2015</b>
2.	21/10/2015 Item 4	<b>Common audit areas</b> A report regarding the common audit areas.	Head of Internal Audit	<b>Report scheduled for December 2015</b>
3.	21/10/2015 Item 6	Replacement of CAD and Crime systems.  Members would receive clarification regarding the progress of this action prior to the next meeting.	Assistant Commissioner	<b>Note will be circulated to members prior to the meeting on the 8<sup>th</sup> December</b>

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<b>Committee(s):</b>	<b>Date(s):</b>
Police: Performance and Resource Management Sub Committee	8 <sup>th</sup> December 2015
<b>Subject:</b> HMIC Inspection Update	<b>Public</b>
<b>Report of:</b> Commissioner of Police Pol 63/15	<b>For Information</b>

## 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. Since the last report to your Sub Committee HMIC has published 4 reports :

- PEEL Police Efficiency Report 2015 (Force and national);
- Follow Up Inspection of Multi-Agency Public Protection Arrangements (MAPPA) (National joint report with HM Inspectorate of Probation);
- Working in Step? Local Criminal Justice Partnerships (National joint report with HM Inspectorate of Probation and HM Crown Prosecution Service Inspectorate);
- Witness for the Prosecution: Identifying witness and victim vulnerability in criminal case files (Force and national reports – joint reports with the Criminal Justice Joint Inspectorate and HM CPS Inspectorate).

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 has published four reports:
  - i. PEEL Police Efficiency Report 2015, national and force level reports published on 19<sup>th</sup> October 2015;

- ii. Follow Up Inspection of Multi-Agency Public Protection Arrangements (MAPPA), a national joint report with HM Inspectorate of Probation published on 22<sup>nd</sup> October 2015;
  - iii. Working in Step? Local Criminal Justice Partnerships, a national joint report with HM Inspectorate of Probation and HM Crown Prosecution Service Inspectorate, published on 22<sup>nd</sup> October 2015; and
  - iv. Witness for the Prosecution: Identifying witness and victim vulnerability in criminal case files, national and force-level reports, published jointly with the Criminal Justice Joint Inspectorate and HM CPS Inspectorate on 12<sup>th</sup> November 2015.
2. Fieldwork only took place in the Force for the PEEL efficiency report and the Vulnerability in criminal case file report.
  3. Appendix A to this report provides an overview of progress against all outstanding HMIC recommendations.

### **PEEL Police Efficiency 2015 (Force and national)**

4. On 19<sup>th</sup> October 2015 HMIC published its PEEL Police Efficiency 2015 report alongside individual force reports for England and Wales.
5. The national report builds on previous HMIC Valuing the Police reports which were published over the last four years and which looked at how well forces had achieved the spending reductions since 2010. The new PEEL report extends this process to also look at the efficiency of forces. As there is no nationally-established definition of efficiency in policing, HMIC has assessed forces' efficiency through their understanding of the demand they face and how well they match their human and financial resources to that demand rather than just how well forces have met their required spending reductions. The report covers the financial year 2014/15 and future plans to 2018/19.
6. Overall HMIC graded 5 forces as outstanding (Cheshire, Durham, Lancashire, Norfolk and West Midlands) 29 forces as good, 8 forces as requiring improvement and 1 force as inadequate (Humberside). The City of London Police received an overall judgement of GOOD.

### **National Report**

7. The report offers both praise and criticism of the police service. On the whole forces have been able to absorb the unprecedented scale of change since 2010 whilst maintaining the fall in measured crime and public satisfaction. However, future years will see further considerable change including to funding arrangements. Challenges to make further reductions in budgets and workforce will become harder whilst the debate about policing in the 21st century (what should it look like, how its efficiency should be measured and what the public are prepared to pay) remains unresolved.

8. The main overall findings are as follows:

- Compared to last year's report in the Valuing the Police programme, the number of forces graded as outstanding is the same, fewer forces are graded as good, more forces are graded as requiring improvement and, for the first time, HMIC has graded a force as inadequate on efficiency.
- The police service is using its experience of the last five years to plan prudently for the likely future financial challenge. The best forces have moved beyond short-term spending reductions to longer-term plans to reduce costs and improve services; more forces need to follow suit.
- The police service needs to improve its understanding of demand for its services (particularly future demand), its understanding of the capability of its workforce, and its Information and Communications Technology (ICT) infrastructure. In a number of important respects, the service has a sound understanding of its current demand but this is incomplete (for example on 'hidden' or newer crime types), and its understanding of likely future demand needs improvement.

### **City of London Report**

9. HMIC structured the report against 3 main headings. The summary of findings is as follows:

i. How well does the force use its resources to meet its demand?

- The Force has a good understanding of the demand on its services from the public. It is currently meeting this demand and evidence for this comes from the higher than average victim satisfaction rates and impressive response times.
- The Force works effectively with the City of London Corporation, other partners and the community to identify better ways of meeting demand and delivering an effective service.
- It is the national lead for economic crime and has developed an effective approach to dealing with the demands of this crime type locally and nationally.
- The Force has a good understanding of its performance and there is clear governance for accountability both internally and by the City of London Corporation.
- The Force recognises the need to change to meet future demand within its future budget. The Force's change programme is looking at ways it can operate and improve services to meet future demand with a reduced budget.

ii. How sustainable and affordable is the workforce model?

- The current workforce model is meeting demand, organisational need and financial requirements. Evidence for this comes from a balanced budget, achievement of savings targets and victim satisfaction rates in line with England and Wales.
- The force has conducted reviews in each business area to look at demand and resources and is confident that it has achieved this efficiency in resourcing without having an impact on the provision of policing services to the public.
- However, the force needs to develop more detailed plans and improve its understanding of workforce skills, knowledge and ability. More work is needed to better align workforce plans with the medium-term financial plan. This issue is reflected in the only two areas for further improvement identified in the report.

iii. How sustainable is the force's financial position for the short and long term?

- The Force has met its savings target period to 2014/15 and achieved a balanced financial position from the spending review set in 2011.
- The Force does obtain full cost recovery, such as for the national economic crime lead function and has been successful in securing other funding, including from the business community.
- It is taking a number of steps to control expenditure and achieve the aims of the 2015/18 financial savings.
- The force budget and the policing plan are jointly prepared with the City of London Corporation which, through the Police Committee, holds the Force to account effectively.
- Together with income generation, other efficiencies and potential support from the City of London Corporation, HMIC has confidence that the Force should deliver savings and balance future budgets

10. HMIC made the following recommendations for the Force:

- i. The Force should develop a future workforce plan that is aligned to its overall demand and budget. The plans should include future resource allocations, the mix of skills required by the workforce and behaviours expected of them; and
- ii. To support the workforce plan, the Force should improve how it records and retains information concerning the skills and knowledge of the workforce to identify future training needs

11. Both recommendations are included in Appendix A to this report and are being progressed by the HR Services Director.

### **Follow Up Inspection of Multi-Agency Public Protection Arrangements**

12. On 22<sup>nd</sup> October 2015 a joint<sup>1</sup> follow up inspection report on Multi-Agency Public Protection Arrangements (MAPPA) was published. This followed an initial inspection in 2011 (Multi-Agency Public Protection Arrangements report published 10<sup>th</sup> November 2011) which found that much good work was being done in this area, but there were areas of practice that required improvement. The follow up Inspection was conducted to see if the recommendations from the last inspection had been implemented and to review current practice.
13. As part of the follow up inspection 6 areas were visited with strategic and operational staff of all grades from organisations involved in MAPPA being spoken with. Interviews were conducted relating to 48 cases using a devised case assessment tool and a review of the use of VISOR (the database containing information about most MAPPA eligible offenders) undertaken. The City of London was not involved in this inspection.
14. The report concluded that overall there has been measureable improvement in the quality of work undertaken with MAPPA offenders managed at level 2 and 3 compared with 2011. However, the report also concludes that there is still room for improvement and Inspectors were concerned to find less progress against 2 of the original recommendations, as follows:
- i. **Risk management planning** - the 2011 inspection found MAPPA rarely produced a comprehensive risk management plan. The follow-up inspection found that while risk management actions were more relevant and appropriate than in 2011, there remains room for improvement; and
  - ii. **ViSOR** – findings on the use of ViSOR in 2011 were disappointing, as police, prisons and probation staff did not use ViSOR as a shared working tool. Four years later HMIC felt insufficient progress had been made.
15. The current report makes a number of new recommendations which are reproduced at Appendix A; they are aimed at a number of differing bodies, including the police service.

### **Working in Step? Local Criminal Justice Partnerships**

16. On 22<sup>nd</sup> October 2015 a joint inspection report *Working in Step?* was published. This was a joint inspection by HMIC, HM Inspectorate of Probation and HM Crown Prosecution Inspectorate looking at arrangements of local

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<sup>1</sup> joint inspection by HM Inspectorate of Probation and HMIC

criminal justice partnerships (LCJP). LCJPs were introduced in 2003 and are non-statutory bodies. Their purpose is to contribute towards ensuring that support for victims, witnesses, progression of cases and the apprehension, punishment and rehabilitation of offenders can be successfully advanced through multiple layers of processes and arrangements across any number of criminal justice agencies. LCJPs should specifically work at a local level bringing together the right partners at the right time, agreeing shared priorities, and working collectively to improve the effectiveness and efficiency of the Criminal Justice system (CJS) within their area.

17. The inspection (carried out during 2014/15) focused on

- how joint working is led, managed and supported at a local level through LCJPs;
- how effective LCJPs are in terms of promoting change and innovation to reduce costs and improve outcomes for the public; and
- the extent to which LCJPs work in partnership in support of three national priorities (to support vulnerable victims, to reduce reoffending, and to implement digitisation).

18. The inspection methodology included a survey of LCJPs across England and Wales to provide data at the national level. In addition fieldwork in six areas (Kent, Dyfed-Powys, London, Durham and Cleveland, Wiltshire and Northamptonshire) was undertaken between June and December 2014.

19. The report accepts that LCJPs operate in difficult circumstances; however, it considers there remains a compelling case for criminal justice agencies to come together with a common purpose, with specific aims, in an operating framework which delivers justice locally.

20. The report makes a number of recommendations at a national and local level, which are reproduced at Appendix A. The recommendations do not require any specific Force input at this time. However, the Force will continue to participate as a key member of the LCJP it is part of. Once the operating framework has been agreed by the overarching Criminal Justice Board local Force representatives will ensure that the Force fully participates in the review of the partnership arrangements.

### **Witness for the Prosecution: Identifying witness and victim vulnerability in criminal case files**

21. On 12<sup>th</sup> November 2015 a national inspection report identifying victim and witness vulnerability in criminal case files was published, alongside individual force reports. This was a joint inspection by HMIC, the Criminal Justice Joint Inspectorate and HM CPS Inspectorate.



22. The quality of criminal case files has been subject to review by the criminal justice joint inspectorates in previous reports – one in 2011<sup>2</sup> and two<sup>3</sup> in 2013<sup>4</sup>. This current inspection examined the effectiveness of police in:

- providing accurate information of the circumstances of the case;
- identifying the vulnerability of victims and witnesses; and
- assessing and managing risks so that their needs are met.

23. This inspection is the second of three linked joint thematic inspections. The first, *Working in step?* is considered at paragraphs 16-20 of this report. A third inspection focusing on digitisation in the criminal justice system, which examines the interfaces and information sharing between criminal justice agencies, is due to report in early 2016.

### **National report**

24. The national report notes that although some improvements have been made since previous inspections there is still room for improvement (for both police and CPS) in case file preparation, particularly in relation to recording and actioning adjustments to meet the needs of vulnerable victims and witnesses.

25. The national report makes 10 recommendations for implementation across a number of differing bodies including the police service. Only 2 of the recommendations are applicable within Force and are reproduced in Appendix A.

### **City of London Police report**

26. The Force report did not contain any specific recommendations. However, in reviewing Force case files it did comment on matters which (subject to Performance Management Group approval) will be taken forward as learning points via the Force's Organisational Learning Forum in the first instance.

27. These learning points include:

- Conducting refresher training in case file preparation for officers and supervisors;
- Production of an adequate summary for case files, be that a 'succinct' summary of the case or an adequate summary of interview which details key questions and answers required to prove the offence; and
- Supervisory certification being completed appropriately in all cases.

## **Appendix**

28. Appendix A provides a position statement on progress against all HMIC recommendations. Those recommendations that have been implemented and

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<sup>2</sup> The introduction of the Streamline Process. Report by the Comptroller and Auditor General, NAO

<sup>3</sup> Stop the Drift 2: A Continuing Focus on 21<sup>st</sup> Century Criminal Justice

<sup>4</sup> Getting Cases Ready for Court: a joint review of prosecution case files

are GREEN and which have previously been reported to Members are not included.

**Contact:**

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## HMIC Report Recommendations

Traffic Light Colour	Definition of target achievement
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 due to resource issues or force capability to complete and remains outstanding
WHITE	The recommendation is no longer required / relevant
PURPLE	The recommendation is implemented but outside the agreed due deadline

## Witness for the prosecution: Identifying victim and witness vulnerability in criminal case files

A national report by HMIC published November 2015

Total of 10 actions: 8 are national and outside the remit of City of London Police, 2 are relevant to the City of London Police, 2 are still in progress.

**Note:** This is a new report and is currently being assessed by Business leads within the Crime Directorate; the status of recommendations is pending.

A force specific report was also published by HMIC but no recommendations were made.

Recommendation		Status	Due Date	Comment
1	The College of Policing should evaluate the learning standards provided to student officers to ensure that case file preparation training focuses on improving police understanding of the purpose of case papers and getting it right the first time, and discourages a tick box culture. Similarly, chief constables should evaluate their local training arrangements.	WHITE		This action is for the College of Policing

Recommendation		Status	Due Date	Comment
2	The Crown Prosecution Service and National Police Chiefs' Council lead for file quality should ensure that an effective system is put in place to make sure that case file information on vulnerable and intimidated witnesses is improved.	WHITE		This action is for the Crown Prosecution Service and the NPCC
3	The National Police Chiefs' Council lead for file quality and the College of Policing should review the case file templates that have been amended by forces and consider which, if any, would improve the existing authorised templates.	WHITE		This action is for the NPCC and the College of Policing
4	Chief constables should review the templates in use in their force to ensure officers and staff are using the authorised versions which have not been amended or adapted.	AMBER		Strategic Development met with business leads on the 19 <sup>th</sup> November 2016 to identify the necessary tasks and task owners. [Some detail to be added following the meeting].
Page 16 6	The National Police Chiefs' Council lead for file quality and the College of Policing should review the use of the current witness statement template (MG11) to determine whether it is fit for purpose and whether a separate record of witness care information should be introduced.	WHITE		This action is for the NPCC and College of Policing
	The National Police Chiefs' Council lead for file quality and the College of Policing should evaluate the effectiveness of the methods used by forces to record witness care information and transfer this information to witness care units and the CPS, to identify and share good practice.	WHITE		This action is for NPCC and College of Policing
	“The College of Policing should urgently review and improve the quality of police training in matters such as the substantive criminal law and criminal procedure, including the rules of evidence and the role of police officers and police work in the criminal justice system. Insofar as police officers lack sufficient training in and experience of the workings of criminal courts, that deficit should be remedied, so that police officers have a sound appreciation of what happens when cases proceed to court, and how evidence is presented and tested. That way, they will have a far better understanding of the critical importance of the work they do in the earliest stages of the criminal	WHITE		This action is for the College of Policing

Recommendation		Status	Due Date	Comment
	justice process. The quality of supervision of police officers should be materially improved, so that mistakes are rectified promptly, time and effort is saved in the preparation of cases, and the interests of justice are served."			
8	The College of Policing should develop guidance that will assist officers to understand the complex nature of vulnerability and how it may change in different contexts.	WHITE		This action is for the College of Policing
9	The College of Policing should evaluate the police training that is provided to student officers to ensure that case file preparation training emphasises and promotes an understanding of the police role in the criminal justice process, and the importance of identifying the support required by vulnerable and intimidated victims and witnesses. Similarly chief constables should undertake an evaluation of their local training arrangements.	AMBER		Strategic Development met with business leads on the 19 <sup>th</sup> November 2016 to identify the necessary tasks and task owners. [Some detail to be added following the meeting].
	The National Police Chiefs' Council lead for file quality and the College of Policing should take steps to highlight to officers the particular needs of witnesses who are vulnerable because they are in fear of intimidation from defendants.	WHITE		This action is for NPCC and College of Policing

## PEEL: Police efficiency 2015

An inspection of the City of London Police by HMIC published October 2015

Total of 2 actions:, 2 are still in progress.

Recommendation		Status	Due Date	Comment
1	The force should develop a future workforce plan that is aligned to its overall demand and budget. The plans should include future resource allocations, the mix of skills required by the workforce and behaviours	AMBER	March 2016	Strategic Development has contacted forces which were graded 'outstanding' in these areas to produce a gap analysis. Timescales and necessary tasks will be

Recommendation		Status	Due Date	Comment
	expected of them.			drawn up upon its production. This will help to inform work that needs to be completed by HR to produce the workforce plan and skills database.
2	To support the workforce plan, the force should improve how it records and retains information concerning the skills and knowledge of the workforce to identify future training needs.	AMBER	March 2016	

## A Follow-up inspection of Multi Agency Public Protection Arrangements

A joint inspection by HMI Probation and HMIC published October 2015

The report includes recommendations for:

- The National Offender Management Service Offender Management and Public Protection group
- Strategic Management Board Chairs

These have been excluded from the table below for conciseness.

Total of 3 actions: 2 are national and outside the remit of City of London Police, 1 is relevant to the City of London Police and is completed.

Recommendation		Status	Due Date	Comment
1	The National Police Chief Council's lead for the Management of Sexual and Violent Offenders should ensure, within six months, that: the Management of Sexual and Violent Offenders working group develops an action plan for training provision to ensure that it is coordinated nationally and available and accessible to officers in the early stages of their tenure as a police offender manager.	WHITE	April 2016	This action is for the National Police Chief Council's lead for the Management of Sexual and Violent Offenders
2	Police Forces should ensure, within three months, that: All violent offenders managed at MAPPA level 2 and 3 are allocated a named police offender manager neighbourhood policing teams are made fully aware of Registered Sex Offenders living within their policing areas.	GREEN	January 2016	Currently there are no violent offenders in the CoLP force area. In the event one comes to notice a named police offender manager will be allocated.

Recommendation		Status	Due Date	Comment
3	The National Police Chief's Council (in collaboration with the College of Policing) should ensure, within six months, that: The national policing leads for Integrated Offender Management and MAPPA jointly review opportunities for Integrated Offender Management to enhance the management of MAPPA level 2 and 3 offenders.	WHITE	April 2016	This action is for the National Police Chiefs' Council in collaboration with the College of Policing

## Working in Step

A joint inspection of local criminal justice partnerships by HMIC, HMCPSI and HMI Probation published October 2015

Total of 2 actions: 1 is national and outside the remit of City of London Police, 1 is relevant to the City of London Police and is in progress.

Recommendation		Status	Due Date	Comment
1	<p>As a priority, the Criminal Justice Board establishes an operating framework that enables local criminal justice agencies to work together more effectively, with the freedom to organise in ways that reflect local circumstances and local and national priorities.</p> <p>As a minimum, the framework should:</p> <ul style="list-style-type: none"> <li>• define the scope for local areas to adapt nationally-determined plans and programmes to meet local need;</li> <li>• promote innovation, through the offer of greater local freedoms and flexibility for the most promising approaches;</li> <li>• establish a forum for local areas collectively to highlight barriers and tensions in the system which inhibit the provision of services;</li> <li>• provide for the identification and dissemination of good practice;</li> <li>• enable access to a national suite of core data against which all local</li> </ul>	WHITE		This action is for the Criminal Justice Board

Recommendation		Status	Due Date	Comment
	<p>areas can monitor progress and measure success. This should relate to the desired outcomes for the CJS as a whole and be readily understood and accessible to the public; and</p> <ul style="list-style-type: none"> <li>• provide information and advice to local areas on trends, risks and emerging threats relating to particular crimes requiring an enhanced response. This might be set out in a strategic criminal justice requirement (akin to the Strategic Policing Requirement) to which all LCJPs must have regard in setting their local priorities.</li> </ul>			
Page 20 2	<p>Within six months of the Criminal Justice Board establishing the operating framework, leaders of local criminal justice agencies acting together, and in co-operation with the PCC, should undertake a fundamental review of local partnership arrangements to assess whether they are fit for purpose to lead improvements to the efficiency and effectiveness of the CJS at local level.</p> <p>As a minimum, the review should include:</p> <ul style="list-style-type: none"> <li>• an assessment of the health of the CJS locally, including its impact on victims and witnesses, especially the most vulnerable, and the extent to which perpetrators can expect swift justice;</li> <li>• a local assessment of risk (informed by national threats, risks and harm) and the views and experiences of the public to inform local priority setting;</li> <li>• the business and analytical support required for effective partnership planning, commissioning and co-ordination; and</li> <li>• identification and clarification of links with related partnerships so that work is co-ordinated and mutually reinforcing.</li> </ul>	AMBER	Within 6 months of the completion of Rec. 1	This will be completed upon the Criminal Justice Board establishing an operating framework. The due date cannot be shown until that work is complete.



# Targeting the Risk

A national report on the efficiency and effectiveness of firearms licensing in the police forces in England and Wales published September 2015

Total of 18 actions: 9 are national and outside the remit of City of London Police, 9 are areas relevant to the City of London Police, 4 are still in progress.

Recommendation		Status	Due Date	Comment
1	Within three months, all Chief Constables should assess how well the governance of firearms licensing in his or her force meets the standards set out in Authorised Professional Practice. Chief Constables of forces where the governance standards are not being complied with should put in place immediately the correct arrangements and procedures in order to meet the standards in full.	GREEN	15 <sup>th</sup> December 2015	A review has been carried out by the Licensing Inspector and processes are in line with APP and Home Office Guidance.
2	<p>Within six months, all Chief Constables should establish arrangements for the effective monitoring and audit of their firearms licensing procedures, as required by the Authorised Professional Practice.</p> <p>Extracts from the report:  <i>("we consider that it is necessary for the College of Policing to work with the police service to make clear the requirements of an effective monitoring and audit system for firearms licensing.")</i></p> <p><i>("we encourage chief officers to agree a system of peer review whereby a sample of decisions of one force are evaluated by another. This will provide a measure of independent oversight and provide an opportunity for forces to learn from each other.")</i></p>	AMBER	15 <sup>th</sup> March 2016	Processes align with APP; a pre planned PNC review of all certificate holders is taking place 3 <sup>rd</sup> qtr 2015/2016, and includes interviews. Monitoring and audit is undertaken by individual personal contact by the Licensing Officer.
				Development of a peer review process with the South East regional Firearms Licensing Managers Forum will be discuss at their next quarterly meeting – no date set at this time expected late Nov/Dec 2015.
3	Within 12 months, the national policing lead for firearms licensing, in conjunction with the College of Policing, should identify the skills	WHITE	15 <sup>th</sup> September	This action is for the national policing lead for firearms and the College of Policing

Recommendation		Status	Due Date	Comment
	required by those staff involved in the firearms licensing process. Thereafter they should introduce professional development arrangements to ensure a consistent national approach to firearms licensing. Consideration should also be given to the accreditation of these arrangements.		2016	
4	Within three months, all chief constables should assess the demand placed on their firearms licensing department and ensure it has the capacity to meet this demand and provide an efficient and effective service at all times.	GREEN	15 <sup>th</sup> December 2015	With 30 Certificate Holders the peaks and troughs that are experienced by other forces are not an issue in the City as we are able to cope with demand, which is steady and does not fluctuate. The Licensing Office are committed to carrying out a full review of license holders annually and do not issue temporary permits as some other forces do to cope with demand.
Page 22	Within six months, the Home Office should capture and publish the average time taken by each force for the grant and renewal of firearm certificate applications, as part of the annual publication of firearm and shotgun certificates in England and Wales.	WHITE	15 <sup>th</sup> March 2016	This action is for the Home Office
6	Within six months, the Home Office should amend its firearms licensing guidance so that it explicitly requires the police to conduct home visits for all new grant applications, setting out the purpose of these visits and how they should be conducted. In the case of renewals, the guidance should also set out more clearly the way in which the risk assessment process should be used to establish whether a home visit is required.	WHITE	15 <sup>th</sup> March 2016	This action is for the Home Office
7	Within 12 months, the Home Office should amend its firearms licensing guidance so that it explicitly requires the police to conduct unannounced home visits when it is judged necessary in the light of intelligence. The Home Office should ensure that, in such cases, the law enables the police to fulfil their duty by inspecting the firearm, ammunition and the site where they are stored.	WHITE	15 <sup>th</sup> September 2016	This action is for the Home Office

Recommendation		Status	Due Date	Comment
8	Immediately, all Chief Constables should satisfy themselves that all appropriate action is being taken by their force with regard to 'total expired' licensing records.	GREEN	Immediate	The Force does not currently have any expired notifications and has not had any previously. Home Office Guidance is incorporated in our processes. Licensing, PNC Bureau, Special Branch and FIB are aware of their responsibilities and perform checks within their areas.
Page 23	Within three months, all Chief Constables should ensure that their arrangements in respect of the use of temporary permits are in accordance with the Home Office guidance; that temporary permits are properly recorded without delay on the National Firearms Licensing Management System; and that effective systems exist to ensure certificate holders are not permitted, at any time, to remain in unlawful possession of a firearm.	GREEN	15 <sup>th</sup> December 2015	There has never been a need to issue a Temporary Permit and it is unlikely to occur in the future. Processes are in place within Licensing should this become necessary.
10	Immediately, all Chief Constables should ensure that effective arrangements are in place for the day-to-day management of Police National Computer error notifications on the National Firearms Licensing Management System, ensuring that the notification requirements are dealt with and that the National Firearms Licensing Management System record is successfully transferred to the Police National Computer.	GREEN	Immediate	There are rarely any error notifications. The Licensing Officer liaises direct with the NFLMS administrator in each instance to ensure accurate data on PNC.
11	Immediately, and with a view to implementation within 18 months, the Home Office should ensure that the current proposals for the sharing of medical information between medical professionals and the police for the purpose of firearms licensing, allow the police effectively to discharge their duty to assess the medical suitability of an applicant for a section 1 firearms or shotgun certificate. This should have due regard to ensuring	WHITE	Immediate (Implementation within 18 months)	This action is for the Home Office

Recommendation		Status	Due Date	Comment
Page 24	<p>the system:</p> <ul style="list-style-type: none"> <li>• does not allow licensing to take place without a current medical report from the applicant's GP, obtained and paid for by the applicant in advance of an application for the granting or renewal of a certificate, and which meets requirements prescribed by law; and</li> <li>• is supported by a process whereby GPs are required, during the currency of a certificate, to notify the police of any changes to the medical circumstances (including mental health) of the certificate holder which are relevant to the police assessment of suitability for such a certificate, and within which the certificate holder is statutorily required to notify the police of any such changes.</li> </ul>			
	<p>12 Within six months, all Chief Constables should either satisfy him or herself that they have completed, or complete, a retrospective review of the certificate holders' continued suitability to have access to or possession of firearms in the case of section 1 firearms and shotgun certificates issued before the Home Office guidance was updated in relation to the on-going monitoring of the activity of a certificate holder or associates. This review should extend to all such activity which may give rise to concern for public safety.</p>	AMBER	15 <sup>th</sup> March 2016	CoLP conducted a review in response to a request from the national policing lead for firearms licensing, who wrote to all police forces in March 2014 to prompt retrospective reviews of current certificate holders' suitability, based on the redrafted guidance, and in regard to certificate holders' involvement in domestic abuse incidents. A further review of all certificate holders is underway to be completed during the 3 <sup>rd</sup> quarter 2015/2016.
	<p>13 Within three months, all Chief Constables should ensure that systems designed to identify, whether a reported incident involves or is at the address of a firearm certificate holder are in place prior to police attendance; that they are always applied by staff dispatching officers to incidents; and that officers understand the risk assessment which they should be undertaking in such circumstances, and their power, when appropriate, to seize firearms and firearm certificates.</p>	GREEN	15 <sup>th</sup> December 2015	Currently there is a Special Scheme with all certificate holders and any place that has firearms on the premises.

Recommendation		Status	Due Date	Comment
				Awareness briefing to all response officers delivered as to when and how to exercise powers to seize firearms and firearm certificates at an incident involving a firearms certificated individual / address.
14	Within six months, the Home Office, in consultation with the national policing lead for firearms licensing, should amend the Home Office guidance to prescribe the level to which each type of firearms licensing decision may be delegated by the chief officer of police.	WHITE	15 <sup>th</sup> March 2016	This action is for the Home Office and national policing lead for firearms
15	Within six months, the Home Office, in consultation with the national policing lead for firearms licensing, should amend the Home Office guidance to explain and to provide practical examples of how “danger to the peace” should be interpreted by the police for the purposes of revoking a section 1 firearms or shotgun certificate, particularly in regard to circumstances of irresponsible or anti-social behaviour by licence holders.	WHITE	15 <sup>th</sup> March 2016	This action is for the Home Office and national policing lead for firearms
16	<p>Within three months, all Chief Constables should ensure that their current arrangements for public engagement with regard to firearms licensing are practical, proportionate and well known. They need to enable the force to understand the experience of service users and other interested groups.</p> <p>Thereafter, all Chief Constables should introduce effective systems to consider the results of public engagement to inform the efficiency and effectiveness of their licensing arrangements.</p>	GREEN	15 <sup>th</sup> December 2015	There are a small number of certificate holders in the City with a demographic that is unlikely to change. The Licensing Officer has direct contact with individuals to assist them in applications or any required action and carries out individual meetings with license holders to review circumstances and suitability. The information on the external website has been reviewed to ensure it is up to date and allows easy contact with the team.

Recommendation		Status	Due Date	Comment
17	Within six months, the Home Office should take the necessary steps to consult interested parties in relation to the viability and circumstances in which an element of independent oversight of police decisions not to revoke a section 1 firearm or shotgun certificate could be introduced.	WHITE	15 <sup>th</sup> March 2016	This action is for the Home Office
18	Immediately, the Home Office should take the steps necessary to distil the key elements of its guidance into a set of rules which carry the weight of the law to facilitate their consistent application and enforcement.	WHITE	Immediate	This action is for the Home Office

## Online and on the edge: Real risks in a virtual world

A national report published July 2015

Total of 13 actions: 1 is national and outside the remit of City of London Police, 12 are areas relevant to the City of London Police, 3 are still in progress.

Recommendation		Status	Due Date	Comment
1	We recommend that, within six months, forces ensure relevant officers have access to social media applications to facilitate initial enquiries about a child's online activity as a means of supporting and prioritising the early stages of investigations.	AMBER	January 2016	Intelligence requests for open source and social media enquiries can be made through the Force Intelligence Bureau during working hours. Out of hours the Control Room undertake this function but vacancies [Research Intelligence Officers] prevent complete coverage. These vacancies currently being recruited to.
12	We recommend, that within 12 months, forces, working with the national policing lead, consider ways to ensure that a good practice regime is introduced, supervised and monitored in forces so that children are protected.	AMBER	July 2016	No contact has been made by the national lead at this time. APP continues to be monitored and followed. Robust processes are in place with opportunities for learning via arrangements with Hackney.

Recommendation		Status	Due Date	Comment
13	We recommend, that within six months, forces consider and implement ways to improve communications with children by making better use of social media channels, so that children are better able to protect themselves online.	AMBER	January 2016	The joint safeguarding board is leading on this. A video for social media is planned; a film company is being engaged and release is expected in early January 2016. This work is being supported by a booklet for children and training for school teachers and staff.

## In harm's way: The role of the police in keeping children safe

A national report published July 2015. The report highlights areas for attention and does not make specific recommendations.

Total of 4 areas for attention [Strategic Development has subdivided for ease of assessment], 1 is national and outside the remit of City of London Police, 3 are areas relevant to the City of London Police, 3 are still in progress.

Area for Attention		Status	Due Date	Comment
Page 27 1	At present senior officers do not know the outcomes for children following on from police activity. Nor do they know enough about the experiences and views of children who have been in contact with the police in order to inform service development.	AMBER	February 2016	A monthly report regarding the outcomes of juveniles who have been in police custody has been developed and will be distributed to UPD and Crime SMTs. No specific mechanism exists to obtain views of children. Surveys have been conducted with children in social care via Action for Children but this does not relate to police contact and would not cover those children that come in to contact via custody. The Public Protection Unit are progressing with City Youth Services (City Gateway) to establish if they could be utilised to gain an understanding of the experiences of City children of the police.
	Information systems are poorly integrated and inputting data takes up considerable time that might be more usefully spent on investigations and enquiries. In failing to record basic data accurately such as the age, gender and ethnicity of children, police forces are unable to demonstrate	GREEN	NA	Age, gender and ethnicity are recorded on custody records. Age/Gender/ethnicity should be recorded on crime and

Area for Attention		Status	Due Date	Comment
	they operate without discrimination.			intelligence reports as with all victims/suspects and subject to supervisory review. The child coming to notice system has migrated onto the intelligence system saving officer time, improving records and linking. The force has plans to purchase new IT systems which should provide opportunity for further integration.
2 Page 28	The second area relates to increased police use of data and information in the management of crime and offenders. For example, inter-agency approaches which use police data to identify and target for intervention the most serious and prolific offenders are relevant to child protection, especially in cases of repeat domestic violence.	GREEN	NA	A number of regular multi agency arrangements are in place including MARAC, MASE, MAPPA & a planned virtual MASH to ensure timely information sharing and joint decision making
	Similarly, the data analysis approaches that can identify those most at risk of repeat vulnerability (as currently used in domestic burglary) may be useful in child protection work. Better crime mapping could target police preventive efforts by identifying localities or communities of greatest risk.	AMBER	April 2016	FIB are working with the Safer City Partnership to develop existing understanding of threat, risk and harm of vulnerable victims.
4	More attention needs to be given by senior officers to the practice on the ground. Not only should they receive reports about outcomes and children's experience, they should also go and see for themselves what is happening in police cells, on the street and in interactions with children and how the day to day details of the job promote or hamper their high level aspirations for policing.	GREEN	NA	Monthly reports are produced for performance meetings around child protection, CSE, domestic abuse and sex offences. This includes updates on prevention and awareness.
	Statistics that provide data on levels of arrests or convictions are not helpful unless accompanied by details about who is being arrested, charged and prosecuted. The findings of these reports suggest that children, perhaps because of their vulnerability, are at risk of being charged inappropriately with domestic abuse offences or with wasting police time when they withhold information or change their evidence.	AMBER	February 2016	A specific custody report regarding children has been produced. PPU are considering offering expert guidance to officers conducting intelligence interviews.



# Building the picture: An inspection of police information management

A national report published July 2015

Total of 10 actions: 4 are national and outside the remit of City of London Police, 6 are actions relevant to the City of London Police, 3 are still in progress.

Recommendation		Status	Due Date	Comment
1	By 30 November 2015, chief constables should ensure that a review is undertaken of the way in which their forces' information management policies and practice comply with the APP on information management so that they give effect to the national approach and minimise any divergence from that APP.	AMBER	30th November 2015	The information management policies have been reviewed in the last 12 months and comply with APP. The information asset register forms the basis of internal audits and reviews which are included within the scope of the audit plan. An audit has taken place across all key systems to ensure MoPI compliance, except for UNIFI which is currently in progress and will be completed by the November deadline.
5	By November 2015, chief constables should ensure that their local information management processes adequately identify and prioritise the records of those who pose the greatest risk, in order that they are properly monitored, and appropriate, timely action is taken.	AMBER	November 2015	Re-linking and re-classification of nominal's is undertaken by Force Intelligence Bureau and dedicated 24/7 RIO officers as part of the robust checks which are undertaken for all investigative enquiries. A meeting took place with CAPITA on the 12 <sup>th</sup> October 2015 regarding the deployment of a MOPI advisory tool to the existing version of UNIFI. A solution was found, timescales for upgrading the system are still to be agreed with CAPITA. Permission has been granted to bid for a MoPI task force to review high risk cases across, Crime, Case, Custody, Intelligence systems to further enhance compliance in this area.
8	Immediately, chief constables should make sure that their force information records are reviewed at the end of the review period set for each information grouping, and records created when decisions are made to retain information beyond the applicable period of retention.	AMBER	Immediate	This practice is in place across the historical archive and information is MoPI classified and records reviewed and where appropriate deleted in accordance with MoPI. However records on NSPIS systems cannot be deleted because of system constraints and backlogs exist with

Recommendation		Status	Due Date	Comment
				the MoPI review, retention and disposal process. The CCCI project will address the current MoPI issues - a supplier is due to be appointed in March 2016. In the meantime an audit of MoPI compliance across core systems has taken place and all clerical records are subject to MoPI review.

## Stop and Search Powers 2

A national report, published March 2015.

Total of 11 actions: 8 are national and outside the remit of City of London Police, 3 are actions relevant to the City of London Police, 1 is still in progress.

Recommendation		Status	Due Date	Comment
Page 30 10	<p>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<sup>105</sup> 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.</p> <p><sup>105</sup> The term “police and crime commissioners” is used as shorthand so as to make reference to police and crime commissioners, the Mayor’s Office for Policing and Crime in the Metropolitan Police District and the Common Council of the City of London.</p>	AMBER	June 2015	<p>The implementation of the mobile data solution, commencing mid November 2015 [Uniform Group are scheduled for January 2016[] will allow for this information to be extracted and reported. However, there remains a technical issue with searching and creating reports on BOBS system, which is unlikely to be rectified before the introduction of a new crime recording system.</p> <p>A report will be presented to Police Committee in January 2016.</p>

# Welfare of Vulnerable People in Custody

A national report, published March 2015

Total of 18 actions: 11 are national and outside the remit of City of London Police, 7 are actions relevant to the City of London Police, 2 are still progress

Recommendation		Status	Due Date	Comment
7	<p>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:</p> <ul style="list-style-type: none"> <li>• more frontline officers and staff are trained in de-escalation skills;</li> <li>• 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;</li> <li>• 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</li> <li>• 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.</li> </ul>	AMBER	December 2015	<p>Personal safety training was to be enhanced and delivered between July – December 2015. However, the new PAVA spray was the focus of training for this period. It will be rescheduled for the next phase of training which starts in Feb 16.</p> <p>The required data is now being collated and will be reported to Police Committee in spring 2016.</p>

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

This was a national report, published September 2014

Total of 40 actions: 3 are national and outside the remit of City of London Police, 37 were actions relevant to the City of London Police, 8 are still in progress.

Recommendation		Status	Due Date	Comment	
Page 32	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.	WHITE	March 2015	This is, in part, is dependent upon the publication of the National Preventative Policing Strategy and framework referenced in 1 above. However, the Policing Plan already contains specific provisions relating to prevention activities and there is a Force crime prevention strategy.
	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.	AMBER	March 2015	The report identifies the CoLP as being able to monitor accurately their attendance in response to crimes. The requirement to dip sample is being developed.
	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.	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.	WHITE	December 2015	College of Policing engagement with forces has not commenced. However, CoLP has commenced its own programme of work around demand, which will link in to the College of Policing when they are in a position to do so.

Recommendation		Status	Due Date	Comment
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.	AMBER	December 2015	Annual Force Management Statements (FMS) have not been released to forces at this time. Demand processes and data are currently being progressed in anticipation of the release of the FMS template.
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.	WHITE	December 2015	College of Policing engagement with forces has not commenced.
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.	AMBER	December 2015	Regular updates are received from the College of Policing. Consultation on the draft APP is open until 1/1/2016, Supt Communities is collating feedback and will respond. CoLP were represented at a CoP session to discuss the provision of a mental health training package by CoP.
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.	WHITE	December 2015	College of Policing engagement with forces has not commenced.

## Stop & Search

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

National Report - Total of 10 actions: 2 are national and outside the remit of City of London Police, 8 are actions relevant to the City of London Police, 2 are still in progress.

Recommendation		Status	Due Date	Comment
Page 34	5	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	AMBER	Will be determined following Chief Constables Council input	No national form exists. The Force awaits recommendations from the Chief Constables Council. However, local CoLP forms have been updated in line with BUSS requirements.

City of London Police Recommendations - Total of 15 actions: 0 are national and outside the remit of City of London Police, 15 are actions to the City of London Police, 4 are still in progress.

Recommendation		Status	Due Date	Comment
2	Publish a force definition of an effective outcome from the use of stop and search powers.	WHITE		This recommendation has been superseded by the Stop and Search Powers 2 report – responsibility moved to the College of Policing who have discharged this action.
10	Ensure Officers respond to the new National Training Standard for Stop & Search.	WHITE	January 2016	The College of Policing is reviewing national training and is expected to rollout training in January 2016.

Recommendation		Status	Due Date	Comment
11	Ensure Officers are fit to exert Stop and Search powers.	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	AMBER	October 2015	Rollout of the tablet devices commenced in November 2015, with Uniform Group scheduled for January 2016 which will enable the mapping and analysis of Stop and Search.

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<b>Committee(s):</b> Police: Performance and Resource Management Sub-Committee		<b>Date:</b> 8 <sup>th</sup> December 2015.
<b>Subject:</b> 2nd Quarter Performance against measures for 2015-16 set out in the Policing Plan 2015-18		<b>Public</b>
<b>Report of:</b> Commissioner of Police Pol 62-15		<b>For Information</b>
<p style="text-align: center;"><b><u>Summary</u></b></p> <p>1. This report summarises performance against the measures in the Policing Plan 2015-18 for the period 1<sup>st</sup> April to 30<sup>th</sup> September 2015.</p>		
<b>Measure</b>	<b>TREND Qtr1</b>	<b>TREND Qtr 2</b>
1. The level of specific counter terrorism deployments tasked that are completed	Stable	Stable
2. The level of community confidence that the City of London is protected from terrorism	Deteriorating	Improving
3. The level of evidence-based education and enforcement activities, supporting the City of London Corporation’s casualty reduction target	Stable	Stable
4. The number of disposals from manned enforcement activities	Deteriorating	Improving
5. The percentage of those surveyed who are satisfied with the information provided to them about large scale, pre-planned events and how those events were ultimately policed	Stable	Stable
6. The level of victim-based violent crime	Deteriorating	Deteriorating
7. The level of victim-based acquisitive crime	Stable	Improving
8. The level of antisocial behaviour incidents	Improving	Improving
9. The percentage of victims of fraud investigated by the Economic Crime Directorate who are satisfied with the service provided	Deteriorating	Improving
10.To ensure City Fraud Crime, investigated by ECD results in a positive action whether through offender disposal, prevention or disruption	Stable	Stable
11.The attrition rate of crimes reported to Action Fraud	Improving	Improving
12.The number of complaints against Action Fraud	Stable	Deteriorating
13.Level of the National Lead Force’s return on investment	Improving	Improving
14.The value of fraud prevented through interventions	Improving	Improving
15.The percentage of victims of fraud who are satisfied with the Action Fraud reporting service	Stable	Not available
16.The level of Force compliance with requirements under the Strategic Policing Requirement	Stable	Stable

17.The level of satisfaction of victims of crime with the service provided by the city of London police	Deteriorating	Improving
18.The percentage of people surveyed who believe the police in the City of London are doing a good or excellent job	Not yet due	Results in Qtr 3
<p><b>Recommendation</b></p> <p>It is recommended that your Sub Committee receives this report and notes its contents.</p>		

## **Main Report**

### **Background**

1. This report presents Force performance against the measures published in your Committee's Policing Plan 2015-18 at the end of the second quarter of the 2015-18 financial year (1<sup>st</sup> April 2015 – 30<sup>th</sup> September 2015). All relevant performance information is contained within Appendix 'A'.
2. Members agreed that from April 2015 the Force would no longer set or use targets as a means of assessing performance. This means that the traditional method of reporting performance against whether a particular target has been achieved can no longer be used. Members will, therefore, be given more contextual information to provide assurance that the Force is driving performance in those areas that matter most.
3. For Performance Management Group, measures are graded around whether performance is 'acceptable', 'requires close monitoring' or 'requires action'. For reports to your Sub Committee, it is proposed to provide trend information together with a summary of those areas that the Force considers is of greatest concern (Deteriorating) appearing in the body of the report.
4. As previous performance reports, a broad overview of wider Force performance is also included for Members' information.
5. This report reflects feedback received from Members at the last meeting of your Sub Committee. Members requested that the summary assessment be changed to 'Deteriorating, Stable and Improving' and showing the trend across the quarters (See Summary). Data from 2013/14 and 2014/15 has also been included in the Appendix for comparison purposes where that information is available, if it isn't available, this has been articulated.

## **Current Position**

### **Overview of Force Performance**

6. A comparison with the same period in 2014-15 shows that between 1<sup>st</sup> April and 30<sup>th</sup> September 2015:
  - Total victim-based crime (which includes violence against the person, sexual offences, robbery, burglary, theft and criminal damage) stood at 2211 offences, compared to 2215 offences at the same point last year, a decrease of 4 offences or -0.2%.
  - Crimes against statute, which includes drugs offences, possession of weapons, public order offences and 'miscellaneous crimes against society'<sup>1</sup>, show an increase compared to last year, 431 offences against 390 (41 more offences representing a 10.5% increase).
  - At the end of September 2015, total notifiable crime was up by 1.4% or 37 more offences (2642 crimes compared to 2605 last year).
7. In addition to those items reported in the previous report to your Sub Committee, notable Force achievements and activities during the period 1<sup>st</sup> July and 30<sup>th</sup> September 2015 include:
  - Project Servator continues to yield good results, including:
    - a. The imprisonment (for 3 years) of an Albanian national who was smuggled illegally into the UK and supplying Class A and B drugs;
    - b. The imprisonment of another Albanian national (for 2 years) for supplying cocaine;
    - c. Three major drug busts over a four day period through targeted stopping of vehicles;
  - Members of an organised crime gang received prison sentences ranging between 4 and 6 years after being found guilty of fraudulently selling share investments;
  - The successful conclusion of an investigation that began in October 2013, which resulted in four Romanian nationals receiving prison sentences for a large-scale ATM and counterfeit card fraud that involved the recovery of over 36,000 compromised bank card numbers (the largest number ever seized by the Dedicated Card and Payment Crime Unit);
  - The work of Insurance Fraud Enforcement Unit attracted national media attention, especially the prosecution of a fraudster who had duped over 150 drivers out of more than £60,000;
  - A Memorandum of Understanding was signed between Police Service Northern Ireland (PSNI) and the City of London Police in Belfast City Hall confirming that all reports of fraud in Northern Ireland will now be made to Action Fraud;

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

- The City of London Police, the office of the Manhattan District Attorney and the Centre for Internet Security announced the formation of the Global Cyber Alliance (GCA), an international, cross-sector effort designed to confront, address, and prevent malicious cyber activity.

## Performance against measures

8. **Measure 2 - The level of community confidence that the City of London is protected from terrorism.** The second quarter results for this measure show an improvement on the first quarter (from 69% to 72.2%), however, the level remains low when compared to levels over the past two years. The sample size for each quarter is now much larger than previous surveys (c.600 compared to an average of 150 in previous years) and respondents are once again being provided with an opportunity to explain why they might have low confidence that the Force can protect the City of London from terrorism.
9. Those respondents who registered low confidence and who left contact details were subsequently contacted by the Force to gain a better understanding of why they lacked confidence that the City is protected from terrorism. The results were very similar to the first quarter with many citing factors that are outside of the Force's control (government budgetary allocation to policing/terrorism, foreign policy, random nature of terrorist attacks etc.). Although the recent "marauding" terrorist attacks that occurred in Paris during November 2015 were after the second quarter survey, the intensive level of media coverage could influence people's perception for the third quarter survey.
10. The Force will continue to address this issue and improve community messaging around counter terrorism activities.
11. **Measure 6 - Levels of victim based violent crime.** As the first quarter, levels of victim based violent crime continue to increase and remain a principal area of focus for the Force.
12. Members will see from Appendix A that at the end of the second quarter the Force recorded a 36.9% increase in the level of victim based violent crime compared to 2014/15 as a result of recording 118 more offences. It is a slightly lower level than the 43.2% recorded at the end of the first quarter. This mirrors the situation in Westminster (one of the boroughs the Force compares itself to), London as a whole and indeed nationally. Over the course of the quarter, 64% of the offences were committed during 'nighttime economy' hours.
13. London and National trends for violence with injury continue to rise; during August 2015 it reached a new high since the Police and Crime plan set its baseline target in 2012. Of the 32 London boroughs, Westminster has the 3rd highest levels for violence with injury offences. Based on the 2014 trend it is anticipated to rise further from October 2015– January 2016.
14. For the financial year to date, 27 more sexual offences have been recorded compared to the same period last year. Comparing the situation to London as

a whole, a review of the Metropolitan Police figures shows that rape and other sexual offences are showing increases for monthly, financial year to date and rolling 12 month periods. Based on the figures for 2014 it is anticipated rape offences will remain constant, whilst other sexual offences will continue to rise for the rest of the year.

15. The Force continues to deploy problem solving techniques and targeted operations based on intelligence. Although the City of London is clearly not alone in recording an increase in violent crime, the Force is not in complacent and this will remain a priority area at Performance Management Group.
16. **Measure 12 – The number of complaints against Action Fraud.** At the end of the second quarter the Force has recorded a steadily increasing number of complaints against Action Fraud. The rise in the number of complaints recorded during September has been largely attributed to a lack of information although respondents have interpreted this as a lack of investigation. This is principally due to the fact that fulfilment letters were not being issued following BSS going into administration, The process has now been renegotiated which should produce improved results during the remaining two quarters.
17. It should be noted that 29,101 crime and information reports were made to Action Fraud in September and only 38 complaints were made. This means that 0.13% of reports resulted in a complaint or 1 complaint was made for every 765 reports.
18. **Measure 15 - The percentage of victims of fraud who are satisfied with the Action Fraud reporting service.** Unfortunately data for this measure has also been affected by BBS going into administration. The replacement interim company, Concentrix, are not currently able to obtain this data. The new system is not due to come on line until April 2016, it might therefore be necessary to suspend this measure for the remainder of 2015/16, however, that decision has not yet formally been made pending the outcome of exploring all available options.

## Conclusion

19. The Force has ended the second quarter with strong performance across the broad range of measures, with only 4 areas of concern at this point in the year. This provides the Force with an opportunity to impact positively on those areas and take any necessary remedial action. Although the Force is no longer setting targets or using targets to assess its performance, Members can be assured that performance continues to be closely monitored and managed through Performance Management Group, with additional scrutiny from your Sub Committee.

### ▪ Appendix 'A' Performance Summary

#### Contact:

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## APPENDIX A – PERFORMANCE SUMMARY FOR 1<sup>st</sup> APRIL – 30<sup>th</sup> SEPTEMBER 2015

Measure 1	The level of specific counter terrorism deployments tasked that are completed			
AIM/RATIONALE	Security Group meets fortnightly (or as required depending on threat levels) to consider intelligence relating to the threat from terrorism and extremism. Tactical options that align with the pan London Rainbow options are considered and agreed and are then tasked out at that meeting to ensure the Force is doing everything it can to protect the City from the terrorist threat. This measure will assess the level of tasking that are completed by the Force, which together with details of engagement and preventative work, will provide a broad picture of how the Force is supporting delivery of its counter terrorism priority.			
DEFINITIONS	“Counter Terrorism options tasked” are specific actions tasked by Security Group for completion.			
MEASUREMENT	<p>This measure will be reported against using the percentage of counter terrorism options tasked that are completed (as assessed by Security Group)</p> <p>The reported measure will be complemented by information detailing:</p> <ul style="list-style-type: none"> <li>• Visibility – providing details of levels of patrolling or specific events with the community;</li> <li>• Information – providing details of education or advice provided;</li> </ul>			
DATA SOURCES	UPD/I&I/Crime Directorate			
ASSESSMENT	Qtr 1 STABLE	Qtr 2 STABLE		
<p><b>Main measure</b></p> <p>Taskings set at the Security Group meeting over the second quarter were:</p> <ul style="list-style-type: none"> <li>• <b><u>Project Servator</u></b> - 1884 hours, resulting in 53 arrests/22 FPN's/10 PND's/171 Stop Searches/37 Vehicle seizures.</li> <li>• <b><u>Assisted by Response Groups and Specialist Support</u></b> - 296 hours/15 arrests/5 FPN/ 19 Stop Searches/2 vehicle seizures.</li> <li>• <b><u>E1 Patrols</u></b> - 3419 hours /37 arrests/121 FPN/ 6PND/ 132 Stops searches/ 4 vehicle seizures.</li> <li>• <b><u>Armed foot patrols of Iconic Sites</u></b> – 1254 hours/1 arrest / 1PND</li> <li>• <b><u>Vehicle Checkpoint</u></b> – 34.5 hrs / 1PND</li> </ul> <p><b>Note: this aspect of the measure is new and therefore it is not possible to supply historic comparative data. 2013/14, 2014/15 data has been included for the supplementary information overleaf.</b></p>				

**Supplementary information:**

The table below shows the number of attendees for CT education and advice initiatives.

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
<b>Number Griffin Attendees</b>	73	72	39	34	No event	31						
<b>Percentage consider Force capable</b>	<b>100%</b>	<b>98%</b>	<b>98%</b>	<b>98%</b>	-	<b>95%</b>						
<b>2014/15 levels</b>	99%	100%	96%	100%	98%	99%	99%	100%	98%	-	98%	98%
<b>2013/14 levels</b>	100%	99%	98%	95%	99%	100%	98%	96%	100%	99%	92%	98%
<b>Number Argus Attendees</b>	186	182	130	64	17	109						
<b>Percentage consider Force capable</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>						
<b>2014/15 levels</b>	100%	100%	100%	100%	n/a	100%	99%	100%	100%	97%	100%	100%
<b>2013/14 levels</b>	100%	97%	100%	96%	97%	98%	98%	97%	100%	100%	100%	100%

<b>Measure 2</b>	<b>The level of community confidence that the City of London is protected from terrorism</b>				
<b>AIM/RATIONALE</b>	The aim of this measure is to provide the Force with data to allow it to assess the impact its counter terrorism work has on feelings of safety amongst the community and the extent to which they are confident that City is protected from terrorism.				
<b>MEASUREMENT</b>	<p>Data for this measure will be provided from the iModus surveys, conducted quarterly. The question asked is “How confident are you that the City of London is protected from terrorism?” Respondents will be asked they expect from the Force to improve, which can be used to inform operational and communications plans.</p> <p><b>GUIDE:</b> Over the course of 2014-15, the Force recorded levels ranging from 85% to 90% people surveyed. It is valid to use a numerical guide here as what is being measured is peoples’ perception, i.e. no perverse incentives or action can be used to influence performance against this measure.</p>				
<b>ASSESSMENT</b>	<b>Qtr 1 DETERIORATING</b>	<b>Qtr 2 IMPROVING</b>			

How confident are you that the City of London is protected from terrorism?	Qtr 1	Qtr 2	Qtr 3	Qtr 4
<b>2015/16</b>	<b>69%</b>	<b>72.2%</b>		
<b>2014/15</b>	90%	85.7%	87.1%	80.6%
<b>2013/14</b>	90.7%	84.5%	89.1%	88.5%

507 people responded to the survey. 95.7% were businesses 4.3% were residents. Of these 83.4% were located in the City of London, 13.6% elsewhere in London and 3% outside London

How confident are you that the City of London is protected from terrorism?			Do you feel reassured by the work being done by the City of London Police to protect the City of London from Terrorism?		
Answer Options	Response Percent	Response Count	Answer Options	Response Percent	Response Count
Very Confident	19.0%	92	Yes	93.5%	435
Confident	53.2%	258	No	6.5%	30
Neither confident or unconfident	22.9%	111	If you have answered 'No' please highlight the areas that are of concern for you.		32
Unconfident	4.3%	21			
Totally unconfident	0.6%	3			
		<b>answered question</b>			<b>465</b>
		<b>skipped question</b>			<b>42</b>
		<b>485</b>			
		<b>22</b>			



<b>Measure 3</b>	<b>Levels of evidence based education and enforcement activities, supporting the City of London Corporation's casualty reduction target</b>			
<b>Owner</b>	UPD			
<b>AIM/RATIONALE</b>	The City of London Corporation is statutorily obliged to lower KSI on the City's roads. The Force has a statutory responsibility to enforce road traffic legislation, which together with its programme of education aimed at road users, should result in safer roads for all.			
<b>DEFINITIONS</b>	An evidence-based enforcement or education activity is any activity aimed at road users (drivers, cyclists, motor cyclists and vulnerable road users) intended to educate road users for better or more responsible road use.			
<b>MEASUREMENT</b>	<p>Reporting against this measure will entail providing details of activities conducted together with the reasons why those events have taken place and anticipated impact. The City's KSI levels will be provided for information.</p> <p><b>PMG GUIDE: SATISFACTORY:</b> All planned operations and events are delivered  <b>CLOSE MONITORING:</b> 90% - 99% of operations and events are delivered  <b>REQUIRES ACTION:</b> 89% or less operations and events are delivered</p>			
<b>ASSESSMENT</b>	<b>Qtr 1 STABLE</b>	<b>Qtr 2 STABLE</b>		
<p><b>For the months of July, August and September 2015 – all tasked operations were completed. Over the course of the 2<sup>nd</sup> quarter:</b></p> <p><b><u>Op Atrium</u></b>  A total of 312 FPN's were issued during this operation. Of that number 191 cyclists, who had received a ticket, attended the Exchanging Places Road Shows at Shoe Lane and St Paul's Cathedral. These road shows were held jointly with the Corporation of London and construction company Skanska. At the Road Show cyclists are given the opportunity to sit in the LGV and look at the driver's view.</p> <p><b><u>Capital Cycle Safe</u></b>  This scheme is an.  45 Capital Cycle Safe tickets were issued.</p> <p><b><u>Op Regina</u></b>  Uniform Policing have stopped a total of 1061 PHVs and 577 Hackney Carriages to check license details. Support Group has been maintaining high profile presence in night time venues.</p>				

**Op Falstaff** – co-ordinated operation with MPS.

Operation Falstaff is a 15 month-long operation focussing on areas of high casualty rates / problem junctions etc. The intention is to test a range of policing tactics and measure key indicators including collisions, congestion and crime. This operation is intended to create a ‘halo’ effect over an area greater than the police activity, and to have a lasting effect after activity has finished.

ET and LT weekday rush hours are still our peak times. Officers are deployed 0730hrs – 1030hrs and 1130hrs – 1330hrs to detect and deal with offences and engage with the public in an appropriate and fair manner.

Over the period 1<sup>st</sup> July – 30<sup>th</sup> September this operation has issued 45 Capital City Safe tickets (an alternative to a fixed penalty notice for pedal cyclists) and issued 195 Bike Safe leaflets.

A motorcycle week of action was held 1 – 6<sup>th</sup> September during which 262 motorcycles were stopped (all were issued with safety leaflets) and resulted in 2 TORs and 3 verbal warnings.

Speed Awareness campaigns resulted in 102 processes for speeding.

TISPOL Seatbelt campaign resulted in 24 non-endorsable tickets being issued.

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	5	9	3	2	6	9	4	3	3	6	57
2014/15	5	9	5	6	3	4	4	4	8	3	5	1	32
2015/16	2	6	4	4	4	2							22

The data is based on the Live CRS system as of 03/10/15

Measure 4	The number of disposals from manned enforcement activities			
<b>AIM/RATIONALE</b>	The nationally recognised offences that lead to the vast majority of road traffic collisions (where offending is involved) are seatbelt use, speeding, drink/drug driving and use of a mobile phone whilst driving. Focussing on the primary two (using a mobile phone whilst driving and speeding) will result in a long term change of behaviour of drivers in the City of London. Targeted, evidence-based operations to detect speeding and mobile phone offenders should result in lower impact collision speeds which should reduce injuries, especially serious injuries; fewer distracted drivers should reduce the likelihood of collisions occurring. Within the City, HGVs are also involved in a high proportion of accidents involving vulnerable road users. A dedicated HGV taskforce will deliver bespoke operations targeting HGVs. This measure supports enforcement of the 20mph zone and directly contributes to the Force's support of the City of London's casualty reduction target.			
<b>DEFINITIONS</b>	A disposal is (on a sliding scale of seriousness) either a traffic offence report (TOR), fixed penalty notice (FPN) or summons. A consistent monthly trend is one that is within 15% of the rolling monthly average			
<b>MEASUREMENT</b>	This measure will be assessed against the number and type of disposals that result from manned enforcement activities. PMG will receive monthly levels of TORs, FPN and summonses that relate to using mobile phones whilst driving and speeding. This will be complemented by a narrative that will detail the results of operations targeting HGVs, including tachograph and driving hours infringements. <b>GUIDE: IMPROVING:</b> An increasing monthly trend of overall disposals <b>STABLE:</b> A consistent trend within the usual monthly range <b>DETERIORATING:</b> Reducing monthly trend of overall disposals			
<b>ASSESSMENT</b>	<b>Qtr 1 DETERIORATING</b>	<b>Qtr 2 IMPROVING</b>		
<p>Op Ignition is a long term operation targeting non compliant Commercial Vehicles.  During July, 103 vehicles were stopped – 72% of which had committed offences.  During August, 63 vehicles were stopped – 70% of which had committed offences.  During September, 124 vehicles were stopped - 85% of which had committed offences.</p> <p>Performance for the second quarter shows an improving trend of overall stops.</p> <p><b>This was a new measure for 2015-16 and therefore there is no specific data for the work of the newly formed Commercial Vehicle Unit prior to January 2015.</b></p>				

<b>20 MPH</b>	Jan 2015	Feb 2015	Mar 2015	April 2015	May 2015	June 2015	July 2015	Aug 2015	Sep 2015
TORs	32	68	70	56	83	32	27	43	59
FPNs	7	22	31	14	26	3	7	12	10
Summons	6	6	14	3	4	2	5	1	0
<b>Total</b>	<b>45</b>	<b>96</b>	<b>115</b>	<b>73</b>	<b>113</b>	<b>37</b>	<b>39</b>	<b>56</b>	<b>69</b>

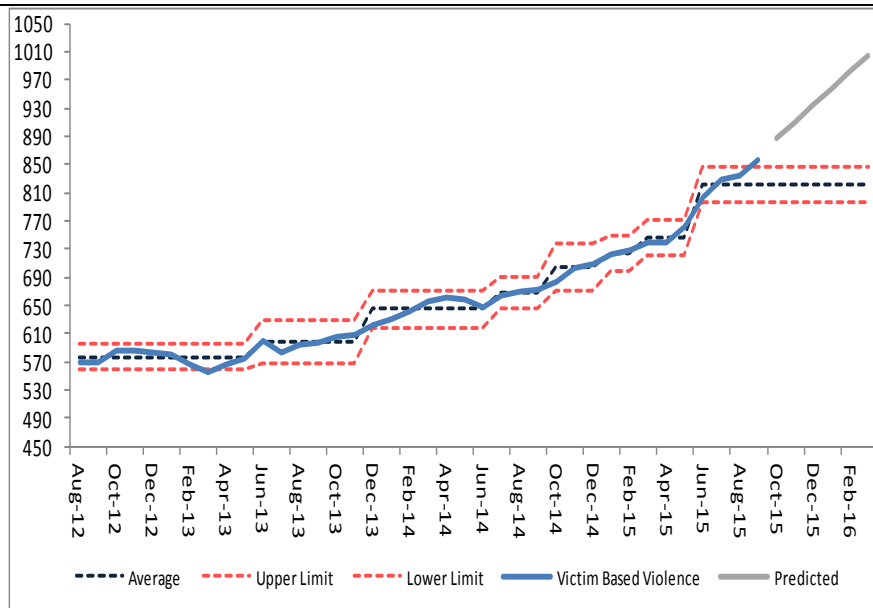
<b>Mobile Phones</b>	Jan 2015	Feb 2015	Mar 2015	April 2015	May 2015	June 2015	July 2015	Aug 2015	Sep 2015
TORs	6	3	10	6	5	8	23	14	16
FPNs	18	15	14	13	10	12	15	21	14
Summons	1	0	7	4	0	2	0	0	0
<b>Total</b>	<b>25</b>	<b>18</b>	<b>31</b>	<b>23</b>	<b>15</b>	<b>22</b>	<b>38</b>	<b>35</b>	<b>30</b>

<b>Overall total</b>	<b>70</b>	<b>114</b>	<b>146</b>	<b>96</b>	<b>128</b>	<b>59</b>	<b>77</b>	<b>91</b>	<b>99</b>
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Measure 5	The percentage of those surveyed who are satisfied with the information provided to them about large scale, pre-planned events and how those events were ultimately policed.																																	
AIM/RATIONALE	The aim of this measure is to provide the Force with information relating to how satisfied the community is with information received about pre-planned events and satisfaction with how those events were actually policed.																																	
DEFINITIONS	A “pre-planned event” is one where advance notice is given which requires a police plan and subsequent deployment of officers and where CoLP takes on a lead agency role.																																	
MEASUREMENT	Reporting will provide details of engagement/information provided before and during the event, together with the results of iModus VOCAL surveys of those that received the information.  <b>GUIDE:</b> Over the past year the Force achieved an average satisfaction level of 88% (ranging from 82% - 93%). It is valid to use a numerical guide here as what is being measured is peoples’ perception, i.e. no perverse incentives or action can be used to influence performance against this measure																																	
ASSESSMENT	Qtr 1 STABLE	Qtr 2 STABLE																																
<table><tr><th>Event</th><th>Date</th><th>Satisfaction rate</th><th colspan="2">TREND</th></tr><tr><td>The People’s Assembly Protest</td><td>June 2015</td><td>93.86%</td><td colspan="2" rowspan="3">STABLE</td></tr><tr><td>200<sup>th</sup> Anniversary of Waterloo</td><td>June 2015</td><td>N/A</td></tr><tr><td>Lord Mayor’s Show</td><td>November 2015</td><td>%</td></tr></table>					Event	Date	Satisfaction rate	TREND		The People’s Assembly Protest	June 2015	93.86%	STABLE		200 <sup>th</sup> Anniversary of Waterloo	June 2015	N/A	Lord Mayor’s Show	November 2015	%														
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Total number of responses	115	2013/14 average	90.0%																															
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Overall Satisfaction rate	93.86%	2015/16 YTD average	93.9%
<p><b><u>18/06/15 the Battle of Waterloo 200 year anniversary.</u></b></p> <p>Community Policing with other teams worked together event was without incident and low community impact. Businesses in the area were engaged with beforehand to ensure awareness and appropriate response. It was a non designated event therefore a survey was not conducted.</p> <p><b><u>20/06/15 Peoples Assembly End /OP KINDFOR</u></b></p> <p>Communities Policing led on the community engagement. All Business, residents and events were liaised with, kept informed and reassured. The planned route and perimeter, along with possible break away routes were face to face engaged with. The communication was achieved via numerous platforms (City of London Crime Prevention Association and Sister Banks, CSSC, Griffin Conferencing, iModus, Barbican Talk, our websites as well as social media via corporate comms). This was in addition to calls and visits furthering contact to vulnerable premises and events according to need. Considerable effort to ensure the community were aware of the mass public demonstration and to minimise disruption to the community. Three wedding receptions in the City, the St John's Order at St Pauls, all went ahead on the 20/06/15 and were given complete engagement prior and during. Premises identified as vulnerable were appropriately engaged and two City of London stakeholder meetings were held in addition to the one Met meeting.</p> <p>An online survey is being conducted and currently the results from the online survey are 93.86 % satisfaction (57.02 % very satisfied and 36.84 satisfied). 4.39 % were neither satisfied nor satisfied, and 1.75% was dissatisfied (although interestingly 33.93% did not use the web-links provided on the information sheets sent via IMODUS &amp; COLCPA and hand delivered.) Officers from Community Policing also policed on the day around St Paul's and Millennium Bridge and provided wedding event liaison.</p>			

Measure 6	Levels of victim-based violent crime.											
AIM/RATIONALE	The aim of this measure is to provide the Force with sufficiently detailed information (intelligence and statistics) to allow it to manage its response to violent crime efficiently and effectively. Victim based violent crime is one of two categories of crime (the other being acquisitive crime) that constitutes the greatest volume of crime.											
DEFINITIONS	<p>“Victim-based violent crime” comprises homicide, violence with injury, violence without injury and sexual offences.</p> <p>“Systemic increase” is one that is 6 consecutive increases above the mean or 4 consecutive increases above a tolerance level</p>											
MEASUREMENT	<p>PMG will receive data around current levels of victim-based violent crime, trend information and analysis. <b>Note:</b> w.e.f. 1<sup>st</sup> April 2015, crimes under the Malicious Communications Act become notifiable and will be included within the violence without injury category. This will increase the levels of violent crime recorded. During 2014-15 there were 39 such crimes. Reporting performance for 2015-16 therefore will show levels including this category, and not including it so that a direct comparison can be made with the previous year.</p> <p><b>GUIDE:</b> <b>IMPROVING:</b> Reducing trend of victim-based violent crime or within  <b>STABLE:</b> Level of crime within statistical tolerance levels (as indicated monthly on performance charts)  <b>DETERIORATING:</b> Unstable trends or systemic increase in levels of violent crime</p>											
ASSESSMENT	Qtr 1 DETERIORATING			Qtr 2 DETERIORATING								
Victim Based Violence	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2014-15 (month)	57	46	52	54	59	52	75	78	77	62	68	70
2015-16 (month)	60	67	95	77	66	73						
Change (month)	3	21	43	23	7	21						
	5.3%	45.7%	82.7%	42.6%	11.9%	40.4%						
2014-15 (YTD)	57	103	155	209	268	320	395	473	550	612	680	750
2015-16 (YTD)	60	127	222	299	365	438						
Change (YTD)	3	24	67	90	97	118						
	5.3%	23.3%	43.2%	43.1%	36.2%	36.9%						
Prediction 15/16 FY End	841	848	911	975	990	1005						



Based on reportable data during Sep 2015 there were 73 victim based violent crimes, (21 more than the same month last year). FYTD stands at 438 crimes compared to 320 last year (+36.9). The FY end prediction is showing a monthly increase and it now stand at 1005 crimes. Based on HO data as of Aug 15, nationally violent crime is showing a 28.86% increase, with Westminster showing an increase of 13.27%.

 <b>CoLP</b>	 <b>Borough</b>	 <b>London</b>	 <b>National</b>
Upward Trend	Upward trend (April 15-Aug 15)	Upward Trend (April 15-Aug 15)	Upward trend (April 15-Aug 15)

**Violence with Injury** – September 2015 shows violence with injury allegations are 3 higher than in September 2014. The total of 30 is marginally higher than the total of 29 for August 2015. London and National trends for violence with injury are continuing to rise. Figures released by the mayor's office show that violence with injury is continuing to rise in London. In August 2015 it reached a new high since the Police and Crime plan set its baseline target in 2012. Of the 32 London boroughs, Westminster has the 3rd highest levels for violence with injury offences. Based on the 2014 trend it is anticipated to rise further from October 2015– January 2016.

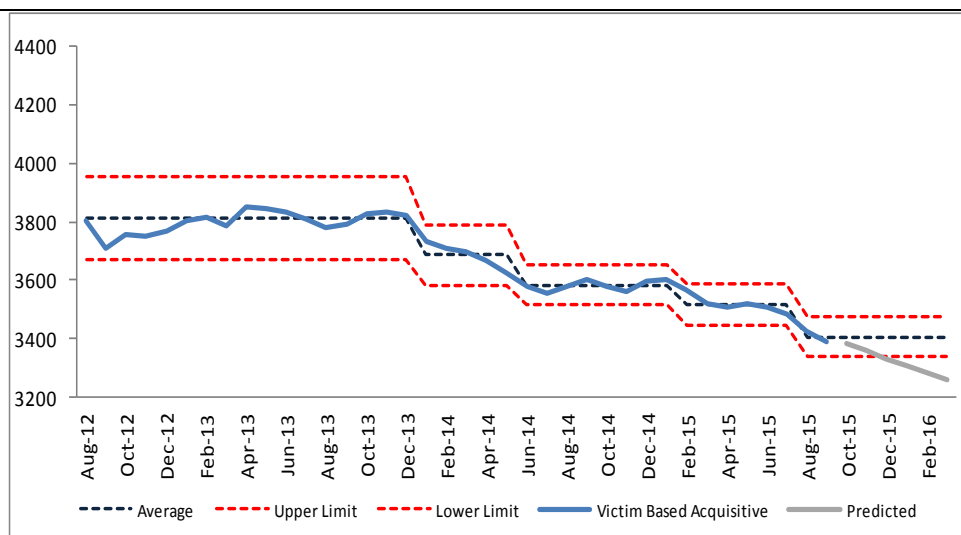
**Violence without Injury** – September 2015 shows an increase of 9 offences compared to September 2014. The total of 33 is 5 more than in August 2015 but less than the proceeding two months before that. Included in the total were 4 allegations of Malicious Communications, 4 allegations of harassment and 1 threats to kill. There were also 3 assaults on police.

**Rape and Sexual Offences** – September 2015 shows an increase of 9 offences compared to September 2014. There were 3 rape allegations in September, 1 of which was "no-crime" as a duplicate report. These offences occurred in a residential premises and hotel respectively. There were 7 other sexual crimes in September 2015. Two of these offences occurred in one incident. Two more offences may be linked to one suspect. For the financial year to date sexual offences are 27 crimes above the same period last year. A review of the Metropolitan Police figures shows that Rape and other sexual offences are showing increases for monthly, FYTD and rolling 12 month periods. Based on the figures for 2014 it is anticipated rape offences will remain constant, whilst other sexual offences will continue to rise for the rest of the year.

**Of Note:** The Rugby World Cup started in early September and the night tube is due to start sometime in the Autumn. Both of these have the potential to increase attendance and alcohol consumption in the NTE. This could have a negative effect on Violent Crime figures. Soon we will be approaching the lead up to Christmas which will also lead to higher alcohol consumption and the likelihood of increased violent incidents.



<b>Measure 7</b>	<b>Levels of victim-based acquisitive crime.</b>											
<b>AIM/RATIONALE</b>	The aim of this measure is to provide the Force with sufficiently detailed information (intelligence and statistics) to allow it to manage its response to acquisitive crime efficiently and effectively. Victim based acquisitive crime represents the Force's largest volume crime area.											
<b>DEFINITIONS</b>	<p>"Victim-based acquisitive crime" comprises robbery, vehicle crime and theft</p> <p>"Systemic increase" is one that is 6 consecutive increases above the mean or 4 consecutive increases above a tolerance level</p>											
<b>MEASUREMENT</b>	<p>Assessment is based on current levels of victim-based acquisitive crime, trend information and analysis.</p> <p><b>GUIDE:</b> <b>IMPROVING:</b> Reducing trend of victim-based acquisitive crime or within  <b>STABLE:</b> Level of crime within statistical tolerance levels (as indicated monthly on performance charts)  <b>DETERIORATING:</b> Unstable trends or systemic increase in levels of acquisitive crime</p>											
<b>ASSESSMENT</b>	<b>QTR 1 STABLE</b>			<b>QTR 2 STABLE/IMPROVING</b>								
<b>Victim Based Acquisitive</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>
<b>2014-15 (month)</b>	314	275	272	319	312	302	325	287	297	262	271	299
<b>2015-16 (month)</b>	300	285	263	296	250	267						
<b>Change (month)</b>	<b>-14</b>	<b>10</b>	<b>-9</b>	<b>-23</b>	<b>-62</b>	<b>-35</b>						
	<b>-4.5%</b>	<b>3.6%</b>	<b>-3.3%</b>	<b>-7.2%</b>	<b>-19.9%</b>	<b>-11.6%</b>						
<b>2014-15 (YTD)</b>	314	589	861	1180	1492	1794	2119	2406	2703	2965	3236	3535
<b>2015-16 (YTD)</b>	300	585	848	1144	1394	1661						
<b>Change (YTD)</b>	<b>-14</b>	<b>-4</b>	<b>-13</b>	<b>-36</b>	<b>-98</b>	<b>-133</b>						
	<b>-4.5%</b>	<b>-0.7%</b>	<b>-1.5%</b>	<b>-3.1%</b>	<b>-6.6%</b>	<b>-7.4%</b>						
<b>Prediction 15/16 FY End</b>	3386	3341	3403	3433	3376	3256						



FYTD the Force is showing a -7.4% (-133) decrease in victim based acquisitive crime compared to last year.

Acquisitive Crime continues to show a decreasing trend (graph 1). Predictions based on the current 12 rolling month trend suggest the force will end the year with 3256 offences.

**Theft from the Person** - upward trend. Higher than recorded figure in August 2015 and same month last year. September 2015 has identified an emerging MO of victims being spoken to/distracted in the Street before being pickpocketed. Although this is not a new MO, it has been reported more in September 2015. Distraction thefts in cafes and licensed premises have increased to 12 in September compared to previous months where approximately maximum 3 to 5 offences were recorded. There have also been approximately 12 'snatch' type offences reported in September.

**Other Thefts** - slightly upward trend since August 2015 (+16 offences). There have been 43 thefts recorded as occurring in licensed premises in September, which is an increase from 25 recorded in August 2015. Based on 2014 trends, it is anticipated that thefts in licensed premises will amount to approximately 40 offences per month until December 2015.

**Robbery** - potentially upward trend. Recorded at 6 offences compared to 3 in August. Offences in September consist of 1 snatch and others where victim has been pushed, punched, and/or threatened on the Street.

**Shoplifting** - downward trend. Figures are lower this month than previous months, 48 compared to 68, respectively. An increase was anticipated for September as per previous months' trend. Since April 2015, Shoplifting figures have been higher than the same months in 2014, with the exception of September where the recorded figure of 48 is lower than September 2014.

**Theft of Motor Cycle** - downward trend. Operation Midford arrests on Friday 02/10/2015. Four key nominals arrested. One was remanded in custody and now on bail.

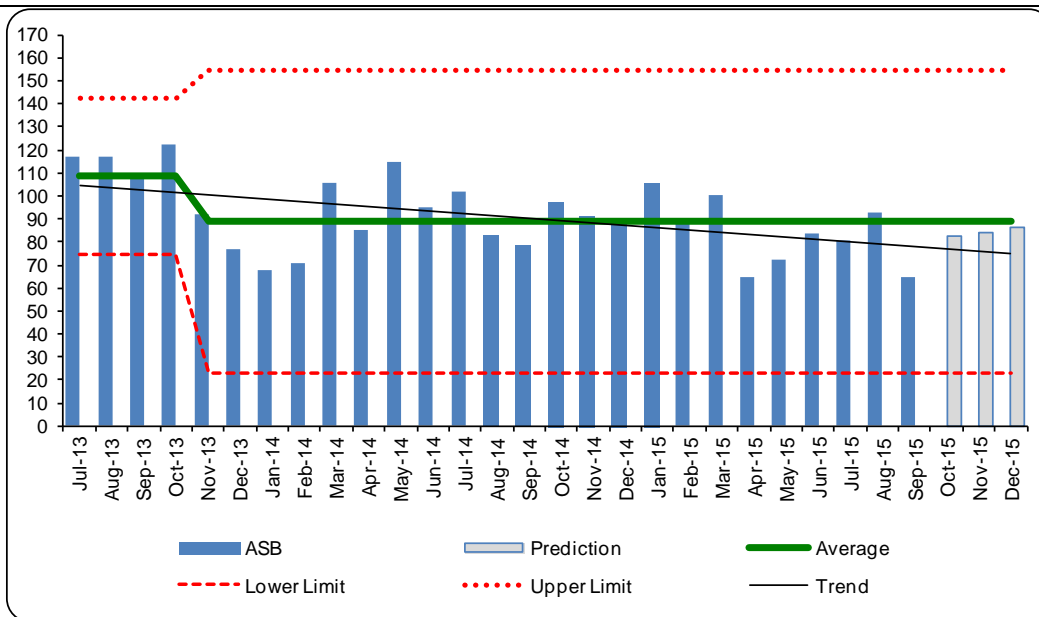
**Theft from Motor Cycle** - downward trend. During September 2015 a total of three offences were recorded, which is the same as August 2015 (3) and a decrease of 11 compared to September 2014 (14). Year to date figures show offences at -28 below the same period in 2014

**Thefts from Pedal Cycles** - both downward trends compared to same period in 2014. Figures are similar to or consistent with previous monthly trends in 2015 and/or same period in 2014.

Measure 8	Levels of antisocial behaviour incidents in the City of London.											
AIM/RATIONALE	The aim of this measure is to provide the Force with sufficiently detailed information (intelligence and statistics) to allow it to manage its response to antisocial behaviour efficiently and effectively. It is a direct outcome measure that indicates the Force’s success in addressing and preventing ASB.											
DEFINITIONS	An “ASB incident” is an incident that has been closed on the Daris system using Codes 1, 2 or 3, Incident and Attendance “Systemic increase” is one that is 6 consecutive increases above the mean or 4 consecutive increases above a control level											
MEASUREMENT	Assessment of performance will be based on data around current levels of ASB, trend information and analysis.  <b>GUIDE:</b> <b>IMPROVING:</b> Reducing trend in levels of antisocial behaviour incidents (as indicated monthly on performance charts) <b>STABLE:</b> Level of ASB within statistical tolerance levels (as indicated monthly on performance charts) <b>DETERIORATING:</b> Systemic increase in levels of antisocial behaviour incidents											
ASSESSMENT	QTR 1 IMPROVING			QTR 2 IMPROVING								

	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR
2013-2014	Satisfaction levels were reported for 2013/14 but not numbers of incidents											
2014-2015	85	115	95	102	83	78	97	91	88	106	89	100
2015-2016	65	72	84	81	93	65						

April 2014 – September 2014: **558**  
April 2015 – September 2015: **460**



### ASB Overview

There were 62 ASB CADs opened in September 2015, which is an decrease of 20 CADs from the previous month August 2015, which showed 82 incidents. The total of 62 CADs is a decrease of 20 from last month and in line with the current trend of between 50-60 CADs average per month. The same reporting period in 2014 showed 64 ASB CADs recorded.

### ASB CAD Type

**Figure 1: ASB Group**

Nuisance	54
Environmental	3
Personal	5

<b>MEASURE 9</b>	<b>The percentage of victims of fraud investigated by the Economic Crime Directorate who are satisfied with the service provided</b>			
<b>AIM/RATIONALE</b>	This measure focuses on frauds investigated by the Force's ECD. It is not sufficient to be effective in terms of fighting fraud; we are also required to deliver a first class service to victims providing them with the support and help they need at different points in the investigative process.			
<b>DEFINITIONS</b>	<p><b>"Investigation"</b>: - This is all Unifi crime records classified as "Fraud Investigations – Substantive offences recorded in Action Fraud" allocated to ECD Operational Teams</p> <p><b>"Victim"</b> – Victims include those whose referrals have been adopted for investigation by ECD. Given the nature and duration of economic crime investigations it is highly probable that these victims will have been captured by the Victim Code even if the ultimate outcome is NFA.</p>			
<b>MEASUREMENT</b>	<p>Measurement will be by survey. ECD will have the overall satisfaction figure by the beginning of the second week in the new quarter to report to the Force Performance Monitoring Group. The full report to follow in slower time.</p> <p><b>GUIDE:</b> Over 2014-15 the Force averaged a satisfaction rate of 65%. It is accepted that whilst performance against this measure improved over the course of the year, the level is low when compared to satisfaction in other areas.</p> <p><b>IMPROVING:</b> Increasing levels of satisfaction compared to previous quarter</p> <p><b>STABLE:</b> Within a 70-80% range</p> <p><b>DETERIORATING:</b> Reducing satisfaction levels or less than the 2014-15 average of 65%</p>			
<b>ASSESSMENT</b>	<b>QTR 1: DETERIORATING</b>	<b>QTR 2: STABLE/ IMPROVING</b>		
Measure is reported quarterly				
	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>
Number of invitations sent to victims to participate	103	N/K		
Number of victims completing survey	47	25		
Overall satisfaction with initial contact. (Valid responses)	72% (33/46)	76% (19/25)		
Overall satisfaction with service from ECD officers. (Valid responses)	70% (33/47)	*		
Overall satisfaction taking the whole experience into account. (Valid responses)	70% (33/47)	84% (21/25)		
Level of satisfaction in outcome of investigation. (Valid responses)	63% (17/27)	75% (15/20)		
Cumulative overall satisfaction taking the whole experience into account.	<b>70% (33/47)</b>	<b>74% (54/73)</b>		
<b>2014/15 AVERAGE: 65% (introduced in 2014/15 therefore no 2013/15 levels available)</b>				
<b>SDU Commentary:</b>				
All areas of the victim journey have registered higher levels of satisfaction in Quarter 2 compared to Quarter 1. The Quarter 2 figures have been obtained from the brief top line report provided by ORS. An in depth analysis of the victim survey responses will be completed on the arrival of the full the ORS Victim of Crime Satisfaction Q2 Report.				

\*It should be noted that the question relating to *Overall satisfaction with service from ECD officers* has been removed from the survey on the advice of the Opinion Research Company and will therefore not be reported upon in this report or in future reports.

<b>MEASURE 10</b>	<b>To ensure City Fraud Crime, investigated by ECD results in a positive action whether through offender disposal, prevention or disruption</b>			
<b>AIM/RATIONALE</b>	Ensuring that wherever possible the Force takes positive action with every City Fraud Crime investigated by ECD demonstrating the diverse and high quality service victims can expect from CoLP ECD. This positive action is likely to enhance overall victim satisfaction and the City's standing as a safe and desirable place to live and work.			
<b>DEFINITIONS</b>	<p><b>"City Fraud Crime"</b> includes all ECD Fraud investigations into fraud or fraud related offences occurring within the City of London.</p> <p><b>"Point of outcome"</b> is defined as when there is an offender disposal or when the crime is closed and categorised in accordance with the HO crime outcomes.</p> <p><b>"Positive action"</b> is defined as follows:</p> <ul style="list-style-type: none"> <li>(1) When there is an offender disposal.</li> <li>(2) When there is a confirmed disruption of a technological or financial fraud enabler.</li> <li>(3) When the crime contributes to an ECD Fraud awareness/ prevention product.</li> </ul>			
<b>MEASUREMENT</b>	<p>Measurement will be based upon the number of City Fraud Crimes reaching the Point of outcome benefitting from positive action.</p> <p><b>PMG GUIDE:</b> SATISFACTORY: All City fraud crimes reaching point of outcome result in positive action  CLOSE MONITORING: 95 -99% City fraud crimes reaching point of outcome result in positive action  REQUIRES ACTION: 94% or fewer City fraud crimes reaching point of outcome result in positive action</p>			
<b>ASSESSMENT</b>	<b>QTR 1 STABLE</b>	<b>QTR 2 STABLE</b>		
Information on this measure is provided on the following page:				

Month	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Total number of City Fraud Crimes reaching point of outcome in month.	3	2	2	2	2	2						
Cumulative position of City Fraud Crimes reaching Point of outcome.	3	5	7	9	11	13						
Number of City Fraud Crimes reaching Point of outcome in month with offender disposal.	3	1	2	2	1	1						
Number of City Fraud Crimes reaching point of outcome in month where Fraud enabler disrupted.	0	1	0	0	1	1						
Number of City Fraud Crimes reaching point of outcome in month contributing to an ECD Fraud awareness/prevention product.	0	0	0	0	0	0						
Cumulative position of City Fraud Crimes reaching point of outcome resulted with Positive action	3	5	7	9	11	13						

During the data collection period, ECD Operational teams closed 30 Unifi crime records of which 2 constituted City Fraud Crimes (CR/3902/13 and CR/7013/14). Both of these crimes resulted in positive action, CR/3902/13 resulted in a charge and CR/7013/14 resulted in a fraud enabler being disrupted. The remaining 28 UNIFI crime records were excluded from this measure for the following reasons:

18	Investigations were “within the Jurisdiction of the CCC” locus i.e. outside the City of London.
1	Investigation was linked to NLF funding stream grouping.
6	Investigations were Letters of Request which are excluded from this measurement.
3	Crimes were subsequently no crimed.

<b>MEASURE 11</b>	The attrition rate of crimes reported to Action Fraud			
<b>AIM/RATIONALE</b>	CoLP as the national lead force has a responsibility to improve the police service response to fraud nationally, and the service provided to victims in particular. A key way of measuring this is to ensure that as many victims as possible receive a positive outcome from having reported a crime to Action Fraud. This measure allows an assessment of the overall performance of the end to end process from reports received by Action Fraud, through NFIB data collation and crime packaging to action by police forces.			
<b>DEFINITIONS</b>	<p><b>“Attrition rate”</b>: - This describes the ratio of outcomes to the number of reports received by Action Fraud.</p> <p><b>“Disseminated reports”</b>:- A crime report received by Action Fraud that has undergone assessment, had intelligence added or deemed viable for investigation and disseminated to a police force or other partner agencies.</p> <p><b>“Outcome”</b>:- An outcome is determined by the Home Office counting rules and is achieved when a disseminated crime results in outcomes 1-18 (This only applies to police services and only includes those outcomes reported to the NFIB registrar).</p>			
<b>MEASUREMENT</b>	<p>The ECD Strategic Delivery Unit (SDU) will report monthly on the number of Action Fraud reports received and disseminated together with the outcomes to produce the attrition rate.</p> <p><b>GUIDE:</b>   <b>IMPROVING:</b> Increasing % overall performance (outcomes to crimes committed)  <b>STABLE:</b> Stable % of overall performance (or reducing for 1 quarter within a 20% tolerance)  <b>DETERIORATING:</b> Decreasing systemic trend (consecutive quarter decreases)</p>			
<b>ASSESSMENT</b>	<b>QTR 1 IMPROVING</b>	<b>QTR 2 IMPROVING</b>		
<p>NOTE: This was a new measure in 2014/15, therefore no comparative data is available for 2013/14.</p> <p>Full information on this measure is provided on the following page:</p>				



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	A	B	C	Percentages - % of outcomes per crimes reported and crimes disseminated and % of crimes disseminated per crimes reported.			Ratios – (X:1) Outcomes and disseminations per crimes reported and Outcomes per crimes disseminated.		
	Crimes Reported	Disseminations	Outcomes	Outcomes/ Crimes reported (%C/A)	Outcomes/ Disseminations (%C/B)	Disseminations/ Crimes reported (%B/A)	Crimes reported/ Outcomes(A/C)	Disseminations/ Outcomes (B/C)	Crimes reported/ Disseminations (A/B)
Q1 2014/15	56,691	12,906	2,588	4.6%	20.1%	22.8%	21.9:1	5.0:1	4.4:1
Q2 2014/15	61,185	15,282	3,839	6.3%	25.1%	25.0%	15.9:1	4.0:1	4.0:1
YTD	117,876	28,188	6,427	5.5%	22.8%	23.9%	18.3:1	4.4:1	4.2:1
Q1 2015/16	63,156	18,620	7077	11.2%	38.0%	29.5%	8.9:1	2.6:1	3.4:1
Q2 2015/16	56,989	19,349	8,352	14.7%	43.2%	34.0%	6.8:1	2.3:1	2.9:1
YTD	120,145	37,969	15,429	12.8%	40.6%	31.6%	7.8:1	2.5:1	3.2:1

SDU Commentary:

14.7% of crimes reported to Action Fraud resulted in home office outcomes In Quarter 2 2015/16, the attrition rate is 1 outcome for every 6.8 reports received. This is an increase in performance compared to last quarter whereupon 8.9 reports resulted in an outcome.

<b>MEASURE 12</b>	The number of complaints against Action Fraud			
<b>AIM/RATIONALE</b>	As the national fraud reporting centre Action Fraud has the responsibility to provide a first class service to fraud victims. Addressing dissatisfaction and complaints is a key priority to maintaining both reporting and confidence levels in the service. Reducing complaints of this nature will indicate the extent that Action Fraud is listening to victim needs and improving service levels.			
<b>DEFINITIONS</b>	<p><b>“Overall number of Customer Complaints”:</b> - This refers to the percentage of fraud reporting victims, who have submitted a complaint in relation to an aspect of the service received by Action fraud.</p> <p><b>Types of complaints received:</b></p> <ul style="list-style-type: none"> <li>(1) <b>Lack of update</b> – When the victim hasn’t been updated on the status of their report,</li> <li>(2) <b>Dissatisfaction with a letter received</b> – No satisfied with the content/tone of status update letters</li> <li>(3) <b>Quality of communication with the contact centre</b> – Poor standards of service</li> <li>(4) <b>Dissatisfaction with a specific aspect of the action fraud process</b>- such as the criteria used to determine whether a report qualifies as a report of fraud.</li> </ul>			
<div>Page 62</div> <b>MEASUREMENT</b>	<p>PMG will receive monthly reports of the number of fraud reporting victims that have submitted a complaint, the number of complaints resolved and the outstanding number</p> <p><b>GUIDE:</b>   <b>IMPROVING:</b> Reducing trend  <b>STABLE:</b> increasing trend for 1 - 2 months  <b>DETERIORATING:</b> Systemic increasing trend (3 consecutive monthly increases)</p>			
<b>ASSESSMENT</b>	<b>QTR 1 STABLE</b>	<b>QTR 2 DETERIORATING</b>		
<p><b>NOTE: The force hosted Action Fraud from 2014/15, therefore there is no data available for 2013/14</b></p> <p>Full information on this measure is provided on the following page:</p>				

AF complaints (received via PSD and MPs' letters)												
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
New complaints received 2014/15	7	10	15	21	21	23	28	33	24	20	24	15
<b>New complaints received 2015/16</b>	<b>13</b>	<b>16</b>	<b>16</b>	<b>18</b>	<b>26</b>	<b>38</b>						
Cumulative total 2015/16	13	29	45	63	89	127						
New MP's letters received	7	2	9	10	11	18						
Cumulative total	7	9	18	28	39	57						
Complaints resolved	12	11	7	31	10	34						
MP's letters resolved.	16	8	8	17	6	17						
Complaints outstanding	1	10	14	9	25	29						
MP's letters outstanding	0	2	1	2	5	6						

#### SDU commentary:

The total number of new complaints received this month has risen to 38 and therefore this measure requires action. The 38 complaints have been broken down into the following issue types:

Type of complaint	Volume
Lack of investigation	20
Lack of dissemination	7
Lack of investigation by third party	3
No update	7
Other	1

It is believed that the rise in complaints for this month is due to a lack of information rather than lack of investigation. This is due to the fact that fulfilment letters have not been issued since BSS went into administration on 21 August 2015. This process is being renegotiated and is anticipated to be resolved by the next quarter.

It should be noted that 29,101 crime and information reports were made to Action Fraud in September and 38 complaints were made. This means that 0.13% of reports resulted in a

complaint or 1 complaint was made for every 765 reports.				
<b>MEASURE 13</b>	<b>Level of the National Lead Force's return on investment</b>			
<b>AIM/RATIONALE</b>	It is not sufficient to be effective in terms of fighting fraud; the NLF is also required to be efficient, representing a good return on investment. This measure allows for an assessment of the cost of the resources invested against the monetary value of the fraud prevented.			
<b>DEFINITIONS</b>	<p><b>"Return "</b>: - The value of money saved by ECD activities</p> <p><b>"Investment "</b>:- The total amount of money spent on ECD activities</p> <p><b>"Return on investment"</b>:- The amount of money saved by ECD for every pound of money spent</p>			
<b>MEASUREMENT</b>	<p>The ECD ROI figure is calculated using the same methodology employed by most organisations who want to illustrate a "potential" value of services provided to Stakeholders in monetary terms. The total amount of money saved as a result of ECD activities is divided by the total amount of money spent in order to provide the total estimated pound saved figure. The assumption is that for every pound spent ECD save stakeholders and the public (an estimated) 'x' amount of money.</p> <p>The elements that constitute savings include;</p> <ol style="list-style-type: none"> <li>1. Projected monetary value of future fraud loss saved by disrupting technological enablers of crime</li> <li>2. The pound value of criminal asset denial through to recovery</li> <li>3. Projected pound value of future fraud loss saved by ECD Enforcement Cases</li> </ol> <p><b>GUIDE:</b> <b>IMPROVING:</b> Increasing value of ROI  <b>STABLE:</b> Decreasing trend (within 20% tolerance)  <b>DETERIORATING:</b> Systemic decreasing trend (consecutive quarterly decreases)</p>			
<b>ASSESSMENT</b>	<b>QTR 1 IMPROVING</b>	<b>QTR 2 IMPROVING</b>		
	Q1	Q2	Q3	Q4
ROI 2013/14	<i>Data not collected for 2013/14</i>			
ROI 2014/15	£45.70	£57.67	£60.33	£23.51
ROI 2015/16	£37.49	£61.38		
Trend – Comparison to previous quarter	↑	↑		
The ROI increase this quarter can be attributed to one element of the savings proportion of the calculation, the value of future fraud prevented. The high value of fraud team cases finalised within this quarter contributed significantly to the considerable increase within the value of future fraud prevented.				

<b>MEASURE 14</b>	<b>The value of fraud prevented through interventions</b>											
<b>AIM/RATIONALE</b>	It will clearly demonstrate the outcome in financial terms the results across a broad range of operational activity aimed at tackling fraud.											
<b>DEFINITIONS</b>	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).											
<b>MEASUREMENT</b>	<p>PMG will receive data monthly detailing the total value of confirmed fraud enabler disruptions. The amounts reported will be the £ value calculated from agreed definitions produced by NFIB that can be attributed to the disruption of a web site or bank account multiplied by the number of confirmed interventions in the period. Comparative and trend information will be provided with previous month and longer term.</p> <p><b>GUIDE:</b> The monthly average value over 2014-15 was £30,688,000 in a range from c. £20m to £43m, therefore a significant tolerance should be allowed to accommodate monthly fluctuations. A systemic reducing trend is one that reduces for 3 or more consecutive months.</p> <p><b>IMPROVING:</b> Increasing trend  <b>STABLE:</b> Within 15% of the monthly average (£26m - £35m)  <b>REQUIRES ACTION:</b> Systemic reducing trend or greater than 15% reduction to the monthly average</p>											
<b>ASSESSMENT</b>	<b>QTR 1 IMPROVING</b>			<b>QTR 2 IMPROVING</b>								
	<b>Apr 15</b>	<b>May 15</b>	<b>Jun 15</b>	<b>Jul 15</b>	<b>Aug 15</b>	<b>Sep 15</b>	<b>Oct 15</b>	<b>Nov 15</b>	<b>Dec 15</b>	<b>Jan 16</b>	<b>Feb 16</b>	<b>Mar 16</b>
Total value of confirmed Fraud enabler disruptions	£33,421,826.00	£23,699,676.00	£36,113,674.00	£43,080,848	£26,722,306	£26,401,424	£	£	£	£	£	£
Total value of confirmed Fraud enabler disruptions in comparable month 2013-14	£30,991,692.00	£35,711,128.00	£20,357,628.00	<b>£22,229,742</b>	<b>£35,248,266</b>	<b>£38,216,154</b>	£	£	£	£	£	£
Cumulative 2014-15	£30,991,692.00	£66,702,820.00	£87,060,448.00	£130,141,296	£156,863,602	£183,265,026	£	£	£	£	£	£
Cumulative 2015-16	£33,421,826.00	£57,121,502.00	£93,205,176.00	<b>£115,434,918</b>	<b>£150,713,184</b>	<b>£188,929,338</b>	£	£	£	£	£	£
Trend on previous month	↑	↓	↑	↓	↑	↑						
Trend on cumulative total	N/A	↓	↑	↓	↓	↑						
<p><b>NOTE: Data for 2013/14 not available</b></p> <p>The total value of confirmed fraud enabler disruptions has increased by 8% in September compared to August 2015. It should also be noted that the Cumulative total value of confirmed</p>												

fraud enabler disruptions is 3% higher in 2015/16 compared to the same period in 2014/15.

MEASURE 15	The percentage of victims of fraud who are satisfied with the Action Fraud reporting service											
AIM/RATIONALE	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 took full responsibility for Action Fraud in 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.											
MEASUREMENT	<p>Quarterly by survey. PMG will receive data detailing the number of reports to Action Fraud in the reporting period, the percentage satisfaction of victims using the online survey and the percentage satisfaction of victims using the telephone survey. The victim survey is conducted at the conclusion of the initial reporting the crime and can be completed online or over the phone.</p> <p><b>GUIDE:</b> Over the course of 2014-15 the Force achieved an average satisfaction level of 92% with little monthly variation.</p>											
ASSESSMENT	QTR 1 STABLE			QTR 2 See commentary								
	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Number of reports (crime and Information) to AF in period	32,009	34,547	37,295	34,050	27,688	29,101						
Combined On-line and automated telephone surveys % of victims satisfied with service in period	92.00%	92.09%	91.87%	90.66%	Not Available	Not Available						
Cumulative combined On-line and automated telephone surveys % of victims satisfied with service in period	92.00%	92.05%	91.99%	91.65%	Not Available	Not Available						
Trend	➔	➔	➔	➔	N/A	N/A						

**SDU commentary:**

Action Fraud satisfaction data collected via the automated telephone service is not available for the months of August and September. This is due to the fact that Concentrix are not yet set up to record and measure satisfaction. These figures will be available with the implementation of the new system which will bring many enhancements to the service and is due to go live in April 2016.

Satisfaction via the online channel could be collected for September 2015 and can be viewed below. 80% of victims were satisfied with online service in September. This is an increase in satisfaction from the month of August.

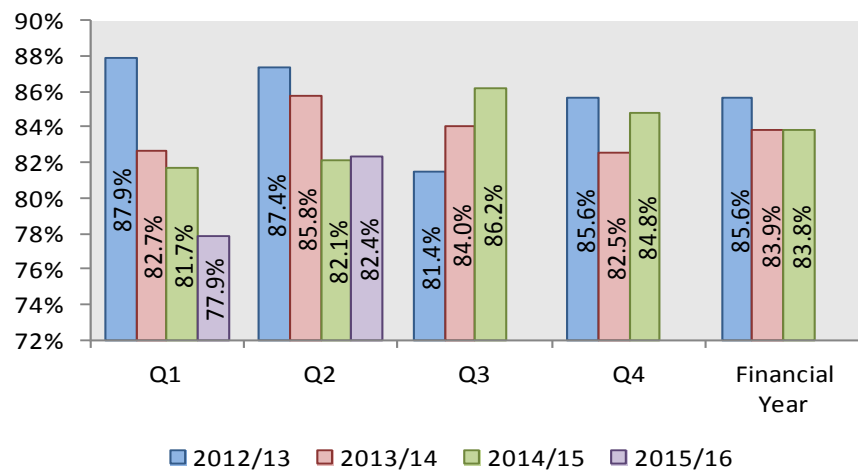
Online Survey	August	September
Number of surveys completed via online channel in period	549	560
Number of victims satisfied with on-line service in period	433	449
Percentage of victims satisfied with service on-line in period	78.87%	80%

MEASURE 16	The level of Force compliance with requirements under the Strategic Policing Requirement			
AIM/RATIONALE	Along with its obligations to provide an efficient and effective policing service to the City of London, the Force has regional and national obligations to respond to the most serious threats that extend beyond force boundaries, which is articulated by the Strategic Policing Requirement. It is a Force priority to support the SPR and the purpose of this measure is to provide reassurance that the Force has the required levels of capacity and capability to meet its obligations under the SPR.			
DEFINITIONS	NA			
MEASUREMENT	<p>A quarterly assessment will be made by Strategic Development regarding the level of compliance with College of Policing toolkits for Counter Terrorism; Civil Emergencies; Public Order; Serious Organised Crime; and Cyber Crime and progress against any outstanding HMIC recommendations</p> <p><b>IMPROVING:</b> An increasing number of toolkits fully up to date and all recommendations on track to be delivered within due date compared to the previous quarter</p> <p><b>STABLE:</b> Toolkits completed or up to 1 month overdue</p> <p><b>DETERIORATING:</b> : Toolkits not complete and/or recommendations not implemented by due date</p>			
DATA SOURCE	Strategic Development			
ASSESSMENT	QTR 1 STABLE	QTR 2 STABLE		



<b>Toolkits</b>			<b>HMIC Reports</b>	
Counter Terrorism	Current (review due June 2015)	REVIEWED - SATISFACTORY	SPR (National)	6 recommendations, all implemented, 0 outstanding
Serious Organised Crime	Current (review due November 2015)	SATISFACTORY	SPR (City of London)	No separate recommendations made
Large Scale Cyber Incident	Current (review due January 2016)	SATISFACTORY	Public Order	No separate recommendations made
Civil Emergencies	Current (review due September 2015)	SATISFACTORY	Cyber Crime	No separate recommendations made
Public Order	Current (review due September 2015)	SATISFACTORY		
Child Sexual Abuse	No toolkit yet produced	SATISFACTORY*		
<b>NOTE: New measure for 2015/16 therefore no historical data for 2013/14 and 2014/15</b>				
*A preparedness review of child sexual abuse has taken place and was reported to the June SMB, however that will need to be reviewed when a CSA assessment toolkit is produced by the College of Policing (date currently unknown).				

<b>MEASURE 17</b>	<b>Levels of satisfaction of victims of crime with the service provided by the city of London police.</b>			
<b>AIM/RATIONALE</b>	The aim of this measure is to provide the Force with sufficiently detailed information to manage the quality of its service provision to the victims of crime. Although victim satisfaction surveys are a statutory requirement, they provide an essential indicator of the level of professionalism the Force portrays and provides.			
<b>DEFINITIONS</b>	“Victim of crime” are victims of violent crime (except sexual offences), vehicle crime, acquisitive crime and criminal damage			
<b>MEASUREMENT</b>	<p>PMG will receive quarterly reports of the results of survey results with comparative and trend information. Quarterly results will be broken down to report satisfaction with regard to ease of contact; actions taken; follow up; treatment; and whole experience. Whilst PMG can direct action in relation to any of those categories, the principal measure will be the results for whole experience.</p> <p><b>GUIDE:</b> Over 2014-15 the average for whole experience was 84.1%. This is lower than previous years, which averaged closer to 85%. It is valid to use a numerical guide here as what is being measured is peoples’ perception, i.e. no perverse incentives or action can be used to influence performance against this measure</p> <p><b>IMPROVING:</b> Increasing trend <b>STABLE:</b> 80% - 84% <b>DETERIORATING:</b> Less than 80% or reducing trend</p>			
<b>ASSESSMENT</b>	<b>QTR 1 DETERIORATING</b>	<b>QTR 2 STABLE/IMPROVING</b>		



Q2: 82.4% (145 out of 176) of respondents satisfied with Whole Experience.

FYTD (Q1+Q2)

Ease of contact: 90.4% (273/302)

Actions taken: 73.9% (275/372)

Follow up: 80.5% (301/374)

Treatment: 92.2% (343/372)

Whole Experience: 80% (300/375)

<b>MEASURE 18</b>	<b>The percentage of people surveyed who believe the police in the City of London are doing a good or excellent job</b>
<b>AIM/RATIONALE</b>	This measure assesses the public's perception of the Force, based on people who probably have not been a victim of crime but are part of the City of London community, be it in the capacity of resident, worker, or business. It will use a different survey from the Street Survey.
<b>DEFINITIONS</b>	NA
<b>MEASUREMENT</b>	<p>The measure will be assessed by twice yearly 'customer' surveys conducted for the customer work stream of City Futures which assesses a range of service outcomes, from feeling of safety during the day and after dark to how well the public feel the Force is performing.</p> <p><b>GUIDE: IMPROVING:</b> Increasing trend  <b>STABLE:</b> 85% - 90%  <b>DETERIORATING:</b> Less than 85% or reducing trend</p> <p><b>Note: data for this survey was provided by the street survey, which has been discontinued. At the end of the 2014/15, the average 87.6%.</b></p>
<b>DATA SOURCE</b>	Customer Satisfaction Survey
<b>ASSESSMENT</b>	<b>SEE BELOW</b>
<p><b>NOTE: the midyear survey was conducted late and analysis will not be available until mid December. This measure will be reported in the 3<sup>rd</sup> Qtr report.</b></p>	

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<b>Committee:</b>	<b>Date:</b>
Police Performance and Resource Management Sub Committee (For Information)	8 <sup>th</sup> December 2015
<b>Subject:</b> Human Resources Monitoring Information 1 April 2015 – 30 <sup>th</sup> September 2015	<b>Public</b>
<b>Report of:</b> Commissioner of Police Pol 61-15	<b>For Information</b>
<p style="text-align: center;"><b>SUMMARY</b></p> <p>This report sets out the City of London Police ('the Force') human resources monitoring data for the 6 month period 1st April 2015 to 30th September 2015. The data presented is in the format previously agreed by your Committee.</p> <p>The data in the report includes information on:</p> <ul style="list-style-type: none"> <li>• The Force strength – which is currently 713 (rounded FTE) Police Officers, a decrease of 14 officers from the last reporting year, and 429 (rounded FTE) Police Staff which includes PCSOs, an increase of 23 staff from the last reporting year.</li> <li>• Joiners and leavers – 14 Police Officers joined the Force during the reporting period, and 36 left. There have been 37 new Police Staff joiners, and 40 have left.</li> <li>• Grievances – 7 grievance cases have been submitted by 2 Police Officers and 5 Police Staff. This is a decrease of 1 from the number of cases submitted in the last reporting year.</li> <li>• Employment Tribunals – 3 Employment Tribunal cases have been ongoing during the reporting period, with 1 being resolved during this time.</li> </ul> <p><b>Recommendation(s)</b></p> <p>Members are asked to note the contents of this report.</p>	

## MAIN REPORT

### BACKGROUND

1. The City of London Police Human Resources department provide a regular performance monitoring report to the Police Performance and Resource Management Sub Committee. This report covers the reporting period between 1 April 2015 and 30 September 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 713 (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 1<sup>st</sup> April 2013. Significant work has been undertaken on workforce planning during the reporting period through the Strategic Workforce Planning 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 a robust programme of Local Resource Planning meetings between each Directorate and their HR Business Partner.
3. The strength of Police Staff is currently 429 (rounded FTE) against an establishment model of 449.5. 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 23).

<b>Rounded FTE</b>		<b>31/03/12</b>	<b>31/03/13</b>	<b>31/03/14</b>	<b>31/03/15</b>	<b>31/09/15</b>
Officers	Establishment	886	712.5	732.5	730.5	730.5
	Strength	822	775	742	727	713
Staff	Establishment	412	422.5	472.2	449.5	449.5
	Strength	330	394	400	396	429
PCSO's (included in the Staff numbers)	Establishment	52	16	16	16	16
	Strength	38	16	12	10	17
Specials	Establishment	100	100	100	100	100
	Strength	99	89	82	61	63
Agency	Strength	37	58	74	31	23
Volunteers	Strength	24	25	15	16	20

4. The number of Special Constables has increased over the reporting period and a recruitment strategy is in place to increase the numbers of Special Constabulary. There are currently 15 recruits at different stages of the joining process currently undertaking pre employment screening.

## LEAVERS

5. During the reporting period, 36 Police Officers, 4 Special Constables and 40 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.

<b>Police Officers</b>					
<b>Reason for leaving CoLP</b>	<b>2011/12</b>	<b>2012 /13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>1/4/15 – 30/9/2015</b>
Death in service	0	0	0	0	0
Dismissed	3	1	0	1	0
Medical Retirement	0	0	3	0	0
Retirement	31	37	39	25	24
Transfer	5	5	7	2	3
Resignation	11	7	16	13	9
<b>Total</b>	<b>50</b>	<b>50</b>	<b>65</b>	<b>41</b>	<b>36</b>

<b>Special Constabulary</b>					
<b>Reason for leaving CoLP</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013 /14</b>	<b>2014/15</b>	<b>1/4/15 – 30/9/2015</b>
Death in service	0	0	1	0	0
Resignation	7	9	11	13	4
Joined Regulars	0	1*	0	3	0
Dismissal	0	0	1	0	0
<b>Total</b>	<b>7</b>	<b>10</b>	<b>13</b>	<b>16</b>	<b>4</b>

\* joined another force

<b>Police Staff</b>					
<b>Reason for leaving CoLP</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013 /14</b>	<b>2014/15</b>	<b>1/4/15 – 30/9/2015</b>
Death in service	0	0	0	0	0
Dismissed	2	1	4	3	0
Medical Retirement	0	1	0	1	1
Retirement	7	11	5	3	4
Transfer	0	1	1	7	5
Resignation (incl end of contract)	30	43	42	52	22
(To join the Police Service, not CoLP)	1	1	6	0	0
End of Fixed Term Contract	N/R	N/R	N/R	N/R	3
Redundancy	N/R	N/R	N/R	N/R	5
<b>Total</b>	<b>40</b>	<b>58</b>	<b>58</b>	<b>66</b>	<b>40</b>

NR = Not reported previously

## 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 Special Constables, and 71 recruitment campaigns aimed at recruiting to vacant posts for Police Staff. In addition to this promotion campaigns have been run for Superintendents, Chief Inspectors and Sergeants.
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. 14 Police Officers were recruited during the period, all of whom were transferees. 6 Special Constables were appointed during this period.

### ***Police Staff recruitment***

9. A total of 37 police staff have been appointed to substantive and fixed-term roles during the reporting period.

## EQUALITY AND INCLUSION

### *Ethnicity*

10. The Force has been working in collaboration with the College of Policing as part of their BME 2018 initiative to address barriers to policing and has internally developed an action plan that it is progressing with support of Asif Sadiq to implement across the Force. Comparative data on BME numbers across the Force is provided on an annual basis and will be included in the next update.

### *Gender*

11. During the 10 years (2005 – 2015), the number of female Police Officers has fluctuated. Since our last report there has been a small increase from 170 to 171 female officers in post, however there has been a reduction from 17 to 15 female special constabulary officers.
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 240 female staff.



### ***Disability***

13. There are currently 32 Police Officers and 24 Police Staff who identify themselves as having a disability.
14. Currently 43 officers and 13 staff are working under either 'recuperative' or 'restricted' duties, which is a reduction in the number of Officers and staff reported in the last period. 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 17 staff have identified themselves as either Lesbian or Gay, or Bisexual. Over 242 Officers and Staff have opted not to disclose their sexual orientation and details for 559 Officers and Staff are not recorded. All Officers and Staff are asked on an annual basis to update their details on their HR records.

### ***Age***

16. The current age profile of the workforce ranges between 20 and 60+. There are 119 Police Staff over the age of 50 and 307 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, 97 Officers are over the age of 50.

### ***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 the first part of the reporting period for 2015/16, working hours lost were 18,217 for Police Officers and 8,194 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 Force is currently working with the Corporation to resolve discrepancies in how they are reporting data on the Force's sickness absence to ensure consistency in reporting.

## **GRIEVANCES AND EMPLOYMENT TRIBUNALS**

22. During the reporting period a total of 7 grievances have been raised which comprised 5 grievances from Police Staff and 2 grievances from Police Officers.
23. The City of London Police have had three Employment Tribunal claims which have been ongoing within the reporting period which related to claims of race discrimination and / or disability discrimination; one case has been closed and the remaining two cases are ongoing.

## **RECOMMENDATIONS**

24. Members are asked to note the report.

## **CONCLUSION**

25. The City of London Police continues to actively manage its workforce to ensure it meets both operational and financial challenges that lie ahead.
26. 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.
27. 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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<b>Committee:</b>	<b>Date:</b>
Performance and Resource Management sub (Police) Committee	8 December 2015
<b>Subject:</b> Internal Audit Update Report	<b>Public</b>
<b>Report of:</b> Head of Internal Audit and Risk Management	<b>For Information</b>

## 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 report to the committee in June 2015.

Work on the 2015-16 planned internal audit work is progressing. Three reviews have been completed to Final Report Stage (Interpreters Fees, Gifts and Hospitality and European Commission Grant Verification). One review has been completed to Draft Report stage (Interim Follow Up of Disaster Recovery and PBX Resilience). Fieldwork is being undertaken for two further reviews (Police Officer's Use of Procurement Cards and Police Supplies and Services. The remaining three reviews (Police Officer's Ad Hoc Allowances, Governance and oversight of outsourcing (IT) and the Action Awareness Team) are scheduled to commence in January 2016.

Members requested that details of corporate internal audit reviews and other audit reviews which provide the City Police with an overall assurance for corporate systems and internal controls be included within these update reports. There are six Corporate reviews (Procurement, Petty Cash, Cash Income Collection and Banking, Expenses, Pre Contract Appraisals and Liquidations) and (Main Accounting System) included within the Internal Audit Plan 2015-16.

## Recommendation

- That this report is noted.

## Internal Audit work 2014-15

1. All work related to the 2014-15 internal audit plan has been completed, with the exception of an unplanned review of Invoices on Hold, which has been carried forward to the 2015-16 plan.

## **Internal Audit Work 2015-16**

2. Work on the 2015-16 planned internal audit work, which included nine assurance reviews, is progressing.
3. Members are asked to note that there have been some revisions to the 2015-16 plan due to emerging issues and requests for additional work made by the Commissioner's staff. The following changes to the 2015-16 plan have been made since the last update report to this committee:
  - Two reviews on Expenses and Business Travel Scheme have been replaced with Police Use of Procurement Cards at the request of Michelle King, Head of Finance
  - European Commission Grant Verification at the request of DCI Perry Stokes
  - European Commission Grant Verification at the request of Kim Webster (Project Manager) and Rachel Keightley (Income Generation Manager)
- 4.
5. Three reviews have been completed to Final Report Stage (Interpreters Fees, Gifts and Hospitality and European Commission Grant Verification). One review has been completed to Draft Report stage (Interim Follow up of Disaster Recovery and PBX Resilience). Fieldwork is being undertaken for two further reviews (Police Officer's Use of Procurement Cards and Police Supplies and Services. The remaining three reviews (Police Officer's Ad Hoc Allowances, Governance and oversight of outsourcing (IT) and the Action Awareness Team, are scheduled to commence in January 2016. (Details of the 2015-16 internal audit plan completion to date are contained in Appendix 1).
  - .

## **European Commission Grant Verification**

6. In March 2013, the European Commission agreed to fund "An Intelligence and Investigation Unit Targeting Overseas Organised Crime Networks involved in ATM and Credit Card Fraud" named, led by the City of London Police.
7. The total amount of grant initially approved was EUR 451,203.14, equivalent to 90% of the estimated total eligible cost of EUR 501,337.14. The project was agreed to last 24 months starting on 1<sup>st</sup> of April 2013, to be completed no later than 31<sup>st</sup> of March 2015. The total amount actually spent on the project was EUR 319,106.84.
8. As part of the final reporting documents, the European Commission require that an audit of the accounts for each EU grant amount exceeding EUR 100,000 is completed and submitted by the 30 June 2015. To this effect, we have assessed the adequacy of the Grant's financial management arrangements in place. We also sought to determine whether the submitted accounts are accurate and substantiated by adequate supporting documents.
9. Testing proved generally satisfactory with supporting evidence in place for the majority of the transactions verified. Agency staff Invoices were found for all

transactions and signed and approved timesheets were in place in all cases apart from one. Air travel expenditure was supported by online confirmations of flights and boarding passes and invoices for other direct expenses were also found to be in place.

10. Weaknesses were noted in relation to compliance with European Commission directives regarding supporting evidence for daily subsistence allowances. Daily subsistence allowances were paid in advance with no subsequent supporting evidence provided by officers to substantiate the amount spent. In addition, there is no clarity on the tasks undertaken by officers while travelling and calculations to support daily subsistence allowances paid could not be found on file. Therefore we could not independently verify compliance with European Commission directives in respect of daily allowances paid to officers.

### **Interpreters Fees**

11. There are satisfactory controls operated for the authorisation, processing and payment of interpreters' fees and transcript translation fees. Audit testing of a sample of 20 recent claims established that these had all been paid at the correct Metropolitan (Met) Police rates.
12. It is noted that the Met Police have not increased rates for translation fees and interpreters' fees since April 2009 and April 2010 respectively.
13. The system for processing claims is labour intensive and whilst no errors were found in the sample of claims examined, as with any manual payments process, the risk of errors is increased. Discussion with the Director of Corporate Service has revealed that the outsourcing of claim processing to the Metropolitan Police is being considered, although this is unlikely to happen until the financial year 2016/17 at the earliest.
14. There were two areas of improvement identified as a result of this review. The transfer of claims details for payment, which is processed via the Chamberlain's City Procurement Accounts Payable team, is made via excel spreadsheets. These spreadsheets are not password protected in order to prevent access by non-authorised third parties. A recommendation was raised for this finding which the Commissioner has agreed to implement by 31 January 2016.
15. It was also noted that the claim forms for translators are not fully completed by operational division administrative staff with details of confirmation that word counts are accurate, the date the claim is passed to Finance (Shared Services), and whether the claim can be reclaimed from a third party. Whilst consideration may need to be given to whether this information is necessary, the absence of this information could result in a risk that inaccurate claims are paid or reimbursement for translations where due are not collected. A recommendation made for this finding was implemented with immediate effect.

### **Gifts and Hospitality**

16. Overall, satisfactory policies and procedures are in place for CoLP officers and staff for accepting, declining, offering, declaring and registering gifts and hospitality. The Gifts and Hospitality Standard Operating Procedure (G&H SOP), last updated in April 2015, was found to be in line with good practice.
17. Whilst key information - G&H SOP, gifts and hospitality register (entry form) and guidance on what to consider when making an entry – is available to all officers on the intranet, opportunities were identified to further raise awareness and demonstrate that key information has been read and understood. One amber priority recommendation was accepted to strengthen control in this area with a planned implementation date of 2 January 2016.
18. Adequate arrangements are in place to facilitate the declaration of gifts and hospitality received and declined. A gifts and hospitality register is used to capture declarations and there is an onus on officers and staff to make appropriate entries promptly.
19. An opportunity was identified to strengthen the mechanisms for maintenance of register information for inspection. A discrepancy was noted between the number of declarations contained within the internal register and information published on the CoLP website; an amber priority recommendation was made accordingly, which will be fully implemented by 15 January 2016. Additionally a green priority recommendation was made to consider adopting a more coordinated approach to the management of information relating to gifts and hospitality arrangements by increasing liaison between the Professional Standards Directorate in the capacity of policy maker / monitoring officer, and the function of the Intelligence and Information in updating the entry form, Intranet guidance and the gifts and hospitality entries on the CoLP website. This recommendation will be implemented by 30 April 2016.
20. Based on testing performed, gifts and hospitality transactions are not always compliant with approval requirements. Review of register entries from 01 January 2015 to 18 August 2015 identified 18% (38 out of 207) with no evidence of approval by the line manager, 11 of which were more than £50 in value. An amber priority recommendation was made in this respect and the Commissioner has agreed to implement it by 31 January 2016.

### **Corporate Reviews**

21. Members have requested that they are kept informed of reviews undertaken by Internal Audit of a corporate nature,. The overall conclusions and assurance rating for each of these reviews, together with details of recommendations, both corporate and specific to the Force, will be reported to this committee in due course, as they become finalised. (A schedule of these reviews is included within Appendix 2).

## **Conclusion**

22. Work is progressing on the 2015-16 audit plan and is on schedule to be completed by 31 March 2016.: All recommendations made to date have been accepted and will be fully implemented by 30 April 2016.

## **Appendices**

Appendix 1 – Audit plan progress report for 2015-16

Appendix 2 – Corporate Internal Audit Reviews 2015-2016

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## 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
<u>Interpreters Fees</u>  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	31 <sup>st</sup> December 2015	Final Report	-	1	1	2
<u>Gifts and Hospitality</u>  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	31 <sup>st</sup> December 2015	Final Report	-	3	1	4
<u>European Commission Grant Verification</u>  Requested verification of the European Commission grant claim in accordance with the requirements of the grant.	10 Taken from Contingency	31 <sup>st</sup> July 2015 (Actual)	Final Report	n/a			

Full Reviews				Recommendations			
Project	Planned Days	Planned Completion Date	Current Stage	Total Red	Total Amber	Total Green	Total
<u>Police Invoices On Hold</u> This review was carried forward from the 2014-15 plan. 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	30 <sup>th</sup> April 2015 (Actual)	Draft Report				
<u>Police Officers' Allowances and Ad Hoc Payments</u> Payments to police officers in accordance with agreed allowances via the police payroll will be sample tested for compliance.	10	30 <sup>th</sup> March 2016	Not started				
<u>Police Supplies and Services &amp; Third Party Payments</u> 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	31 <sup>st</sup> December 2015	Fieldwork				

Full Reviews				Recommendations			
Project	Planned Days	Planned Completion Date	Current Stage	Total Red	Total Amber	Total Green	Total
<u>Police Action Awareness Team</u>  The activities of the Police Action Awareness Team will be reviewed and assurance provided on the usefulness of outcomes.	10	31 <sup>st</sup> March 2016	Not started				
<u>Police Governance and Oversight of Outsourcing</u>  An examination of the revised IT arrangements for the Force, now provided as part of the City of London contract with Agilisys.	15	31 <sup>st</sup> March 2016	Not started				
<u>Interim Follow Up of PBX Resilience and Disaster Recovery</u>  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	31 <sup>st</sup> December 2015	Draft Report				

Full Reviews				Recommendations			
Project	Planned Days	Planned Completion Date	Current Stage	Total Red	Total Amber	Total Green	Total
<u>Police Use of Procurement Cards</u>  Probity testing of a sample of transactions made by police officers utilising procurement cards.	18 <sup>1</sup>	31 <sup>st</sup> January 2016	Fieldwork				

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<sup>1</sup> Replaces Expenses and Business Travel Scheme reviews. Combined budget being used.

## Corporate Reviews - 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
<u>Corporate Procurement</u>  A corporate wide substantive testing review of a sample of purchase transactions via various methods, e.g. purchase orders, procurement cards and expense claims to ensure compliance with corporate procurement rules and corporate contracts are used where appropriate.  Excluded from the review: tendering processes, supply chain management and contract monitoring.	15	31 <sup>st</sup> March 2016	Not Started				
<u>Petty Cash</u>  A corporate wide substantive testing review of a sample of claims processed from larger and more frequently used petty cash imprests.	15	31 <sup>st</sup> March 2015	Draft Report				

<u>Cash Income Collection and Banking</u>  A corporate wide substantive testing review of a sample of cash income transactions are banked intact.	20	31 <sup>st</sup> December 2015	Fieldwork				
<u>Expenses</u>  A corporate wide substantive testing review of a sample of expense and travel claims made by those members, officers and staff who claim the most in terms of value and volume.	15	31 <sup>st</sup> December 2015	Draft Report				
<u>Pre-Contract Project Appraisal</u>  A review to ensure that a robust approach exists over the decision to proceed with projects.	15	31 <sup>st</sup> March 2016	Fieldwork				
<u>Liquidations</u>  A review to ensure that the impact of risks relating to contractor and consultant liquidations are minimised.	15	31 <sup>st</sup> March 2016	Not Started				

<u>Chamberlain's Department</u>  <u>Main Accounting System – General Ledger</u>  An assessment of the City's financial management systems in respect of financial reporting.	20	31 <sup>st</sup> December 2015	Fieldwork				
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By virtue of paragraph(s) 7 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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