



Performance and Resource Management Sub (Police) Committee

Date: WEDNESDAY, 24 FEBRUARY 2016
Time: 1.45 pm
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

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

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Lunch will be served in Guildhall Club at 1PM
NB: Part of this meeting could be the subject of audio or video 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 8 December 2015.

For Decision
(Pages 1 - 4)
4. **OUTSTANDING REFERENCES**
Report of the Town Clerk.

For Information
(Pages 5 - 6)
5. **POLICING PLAN MEASURES 2016-17**
Report of the Commissioner of Police.

For Decision
(Pages 7 - 26)
6. **HMIC INSPECTION UPDATE**
Report of the Commissioner of Police.

For Information
(Pages 27 - 58)
7. **3RD QUARTER PERFORMANCE AGAINST MEASURES SET OUT IN THE POLICING PLAN 2015-18**
Report of the Commissioner of Police.

For Information
(Pages 59 - 92)
8. **INTERNAL AUDIT UPDATE REPORT**
Report of the Head of Internal Audit.

For Information
(Pages 93 - 104)
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. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
13. **NON PUBLIC MINUTE**

For Decision
(Pages 105 - 106)

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 **Tuesday, 8 December 2015**

Minutes of the meeting of the Performance and Resource Management Sub (Police) Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Tuesday, 8 December 2015 at 11.00 am

Present

Members:

Deputy Douglas Barrow (Chairman)
Kenneth Ludlam
Deputy Joyce Nash
Deputy Henry Pollard (Ex-Officio Member)
Deputy James Thomson

Officers:

Alex Orme	- Town Clerk's Department
Craig Spencer	- Town Clerk's Department
Oliver Bolton	- Town Clerk's Department
Neil Davies	- Town Clerk's Department
Steve Telling	- Chamberlain's Department
Chris Harris	- Chamberlain's Department

City of London Police

Ian Dyson	- Assistant Commissioner
Stuart Phoenix	- Strategic Development
Hayley Williams	- Chief of Staff

1. APOLOGIES

Apologies for absence were received from Alderman Alison Gowman and Deputy 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 21 October 2015 be approved.

4. OUTSTANDING REFERENCES

RESOLVED – That the list of outstanding references be noted.

5. **HMIC INSPECTION UPDATE**

The 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.

Workforce Model – Members were informed that the current workforce model was meeting demand, organisational need and financial requirements and this was evidenced from a balanced budget, achievement of savings targets and victim satisfaction rates were in line with England and Wales. The Force would be working to actively reinforce the purpose of the model.

A recommendation within the report stated that all Chief Constables should establish arrangements for the effective monitoring and audit of their firearms licensing procedures, as required by the Authorised Professional Practice. The Assistant Commissioner advised Members that the volume of licenses was so low and therefore he was reluctant to outsource this area of work to the Metropolitan Police.

Members were informed that the ROI's were currently going through the vetting process and a note regarding the next stage of the appointment process would be circulated.

With regard to the provision of mental health in custody, the Assistant Commissioner agreed to circulate information to Members after the meeting.

Members were informed that the Inspection on Annual Force Management Statements recognised that the Force had a good understanding of its demand.

RESOLVED – That the report be noted.

6. **2ND QUARTER PERFORMANCE AGAINST MEASURES FOR 2015-16 SET OUT IN THE POLICING PLAN 2015-18**

The Committee received a report of the Commissioner of Police which summarised performance against the measures in the Policing Plan 2015 – 2018 for the period 1 April – 30 September 2015.

The Sub-Committee requested that in future reports, the summary provided information on areas which the Force needed to focus on.

With regard to protecting the City of London from terrorism, the Assistant Commissioner informed Members that this was an area of work which would be included in the Policing Plan. The Force was actively working with businesses and had formed strong relationships with the military. The Assistant Commissioner agreed to look at how best to inform the public of the work being undertaken by the Force perhaps through a statement.

The Sub-Committee discussed the Night Time Economy (NTE) and whether there was scope an option to increase the scope for licensing venues.

RESOLVED – That the report be noted.

7. **HUMAN RESOURCES MONITORING INFORMATION**

The Sub-Committee received a report of the Commissioner of Police which set out the City of London police human resources monitoring data for the six month period 1st April – 30 September 2015.

RESOLVED – That the report be noted.

8. **INTERNAL AUDIT UPDATE REPORT**

The Sub-Committee received a report of the Head of Internal Audit and Risk Management which provided an update on the work of Internal Audit undertaken for the City of London Police since the last report.

Police invoices on hold - the Head of Internal Audit informed Members that he was awaiting confirmation regarding the implementation of the recommendations and this would be confirmed following the meeting.

Petty cash – Members were informed that Officers were looking to rationalise the petty cash system.

RESOLVED – That the report be noted and periodical updates provided to the Sub-Committee.

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

There were no questions.

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

There were no items of urgent business.

11. **EXCLUSION OF THE PUBLIC**

RESOLVED – 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.

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

The Sub-Committee received a report of the Head of Internal Audit and Risk Management which set out the key processes in place for handling Civil Claims made against the City of London Police and managing Police claims made in respect of damaged motor vehicles for which the City has insurance cover in place.

RESOLVED – That the report be noted.

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

There were no questions.

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

There were no items of urgent business.

The meeting ended at 12.30 pm

Chairman

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PERFORMANCE AND RESOURCE MANAGEMENT SUB (POLICE) COMMITTEE

OUTSTANDING REFERENCES

No.	Meeting Date & Reference	Action	Owner	Status
4.	08/12/2015 Item 12	The Sub-Committee queried the net cost for the force and how this affected the budget and it was agreed to circulate a briefing note to Members on this. The Director of Financial Services agreed to raise matters relating to insurance with the Insurance team.	Director of Finance	An update will be provided at the meeting.

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Committee(s):	Date(s):
Police Performance and Resource Management Sub Committee	24 th February 2016
Subject:	Public
Policing Plan Measures 2016-17	
Report of:	For decision
Commissioner of Police Pol 10/16	

Summary

This report presents to your Sub Committee the proposed Policing Plan measures for 2016-17, together with an indication of how they will be reported against. The measures are detailed in Appendix A. They are:

1. The level of specific counter terrorism deployments tasks that are completed (**carried forward unchanged**)
2. The percentage of those surveyed who are reassured by what the City of London Police are doing to protect the City from terrorism (**carried forward – amended wording** – previously *The level of community confidence that the City of London is protected from terrorism*)
3. The level of evidence-based education and enforcement activities, supporting the City of London Corporation’s casualty reduction target (**carried forward unchanged**)
4. The number of disposals from manned enforcement activities (**carried forward unchanged**)
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 (**carried forward unchanged**)
6. The level of victim-based violent crime (**carried forward unchanged**)
7. The level of victim-based acquisitive crime (**carried forward unchanged**)
8. The level of antisocial behaviour incidents (**carried forward unchanged**)
9. The percentage of victims of fraud investigated by the Economic Crime Directorate who are satisfied with the service provided (**carried forward unchanged**)
10. The percentage of ECD City Fraud Investigations resulting in a positive action whether through offender disposal, prevention or disruption (**carried forward – amended wording** – previously - *To ensure City Fraud Crime, investigated by ECD results in a positive action whether through offender disposal, prevention or disruption*)
11. The attrition rate of crimes reported to Action Fraud (**carried forward unchanged**)
12. The percentage of complaints compared to the number of Action Fraud reports received (**carried forward - amended wording** – previously *The number of complaints against Action Fraud*)

13. Level of the National Lead Force's return on investment (**carried forward unchanged**)
14. The potential value of fraud prevented through interventions (**carried forward – amended wording – ‘potential’ added**)
15. The percentage of victims of fraud who are satisfied with the Action Fraud reporting service (**carried forward unchanged**)
16. The capacity and capability of the Force to deal with the threat posed by cyber crime – (**new measure**)
17. The level of satisfaction of victims of crime with the service provided by the city of London police (**carried forward unchanged**)
18. The percentage of people surveyed who believe the police in the City of London are doing a good or excellent job (**carried forward unchanged**)

Recommendation

Members are asked to receive this report and approve the measures for use over 2016-17.

Main Report

Background

1. This report presents your Sub Committee with the measures developed to support delivery of the Policing Plan.
2. At the Policing Plan workshop held with Members in December 2015, Members agreed in principle to carry forward the current measures. This was proposed in the interests of consistency and being able to report meaningful trend information over the medium term. That proposal was also raised more formally at the January meeting of Police Committee, where the plan was approved, subject to the approval of measures by your Sub Committee.

Current situation

3. Appendix A to this report provides details of all the proposed measures. Where amendments to the wording of the measures is proposed, those details also appear within the body of this report.
4. With the exception of the following, the proposed measures are carried forward unchanged:
 - i. The percentage of those surveyed who are reassured by what the City of London Police are doing to protect the City from terrorism (**carried forward – amended wording – previously *The level of community confidence that the City of London is protected from terrorism***).

Over the course of 2015-16 it became apparent that the original measure was too open to influence from factors beyond the Force's control. Those surveyed provided reasons for why they did not have

confidence that the City is protected from terrorism, which included levels of funding for counter terrorism activities, the random nature of attacks and the impact the media can have on feelings of confidence and safety. The measure is an important one and provides the Force with an indication of how reassured the community feels by things the City of London Police has specifically done. The revised wording makes this much more explicit.

- ii. The percentage of ECD City Fraud Investigations resulting in a positive action whether through offender disposal, prevention or disruption (**carried forward – amended wording** – previously - *To ensure City Fraud Crime, investigated by ECD results in a positive action whether through offender disposal, prevention or disruption*)

It is proposed to remove the word ‘crime’ from the original measure and replace with the percentage of investigations resulting in positive action. This is because the word *crime* has a specific meaning within the national fraud reporting rules and does not accurately reflect what is actually being measured, which are the outcomes from completed investigations. What is being measured is not changing, however, the wording of the measure is now more technically accurate.

- iii. The percentage of complaints compared to the number of Action Fraud reports received (**carried forward - amended wording** – previously *The number of complaints against Action Fraud*)

Details of the number of complaints will continue to be reported as currently, however, this change will provide a truer reflection of the performance of Action Fraud reporting.

- iv. The potential value of fraud prevented through interventions (**carried forward – amended wording** – previously *The value of fraud prevented through interventions*)

It is proposed to simply add the word ‘potential’ to this measure. Although performance against this measure is assessed according to standard and nationally agreed criteria, the value can never be formally and exactly confirmed. The inclusion of this word makes the measure more transparent.

- v. **New measure** for cyber crime - The capacity and capability of the Force to deal with the threat posed by cyber crime.

As cyber crime has now been added as a Force priority, it is appropriate to have a measure dedicated to it to reassure your Sub Committee and the community that the Force is addressing the threat from this area of criminality. Full details of how this will be measured are contained in the Appendix.

Recommendation

5. It is recommended that your Sub Committee approve the measures detailed within this report and Appendix A, subject to any additional amendments requested by Members.

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City of London Police

Policing Plan Performance Measures 2016-17

Summary Dashboard

MEASURE	
	1. The level of specific counter terrorism deployments tasked that are completed
	2. The percentage of those surveyed who are reassured by what the City of London Police are doing to protect the City from terrorism
	3. The level of evidence-based education and enforcement activities, supporting the City of London Corporation's casualty reduction target
	4. The number of disposals from manned enforcement activities
	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
	6. The level of victim-based violent crime
	7. The level of victim-based acquisitive crime
	8. The level of antisocial behaviour incidents
Page 12	9. The percentage of victims of fraud investigated by the Economic Crime Directorate who are satisfied with the service provided
	10. The percentage of ECD City Fraud Investigations resulting in a positive action whether through offender disposal, prevention or disruption
	11. The attrition rate of crimes reported to Action Fraud
	12. The percentage of complaints compared to the number of Action Fraud reports received
	13. Level of the National Lead Force's return on investment
	14. The potential value of fraud prevented through interventions
	15. The percentage of victims of fraud who are satisfied with the Action Fraud reporting service
	16. The capacity and capability of the Force to deal with the threat posed by cyber crime
	17. The level of satisfaction of victims of crime with the service provided by the city of London police
	18. The percentage of people surveyed who believe the police in the City of London are doing a good or excellent job

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PRIORITY: To protect the City of London from terrorism and extremism	
Measure 1	The level of specific counter terrorism deployments tasked that are completed
Owner	Crime Directorate
AIM/RATIONALE	Security Group meets weekly (or as required depending on threat levels) to consider intelligence relating to the threat from terrorism and extremism. Tactical options are considered at and 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">(1) Visibility – providing details of levels of patrolling or specific events with the community;(2) Information – providing details of education or advice provided;
DATA SOURCES	UPD/I&I/Crime Directorate

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PRIORITY: To protect the City of London from terrorism and extremism	
Measure 2	The percentage of those surveyed who are reassured by what the City of London Police are doing to protect the City from terrorism
Owner	UPD
AIM/RATIONALE	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.
DEFINITIONS	NA
MEASUREMENT	Data for this measure will be provided from the iModus surveys, conducted quarterly. The question asked is “Do you feel reassured by the work done by the City of London Police to protect the City from terrorism. Respondents will be asked what they expect from the Force to improve, which can be used to inform operational and communications plans.
DATA SOURCE	UPD and Crime

PRIORITY: Safer Roads	
Measure 3	Level s of evidence-based education and enforcement activities, supporting the City of London Corporation’s casualty reduction target
Owner	UPD
AIM/RATIONALE	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.
DEFINITIONS	An evidence-based enforcement or education activity in any activity aimed at road users (drivers, cyclists, motor cyclists and vulnerable road users (including pedestrians)) intended to educate road users for better or more responsible road use.
MEASUREMENT	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.
DATA SOURCE	UPD/I&I/Crime Directorate

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PRIORITY: Safer Roads	
Measure 4	The number of disposals from manned enforcement activities
Owner	UPD
AIM/RATIONALE	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.
DEFINITIONS	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
MEASUREMENT	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.
DATA SOURCE	UPD/I&I

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PRIORITY: Public Order	
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.
Owner	UPD
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 public order 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.
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.
DATA SOURCE	UPD

PRIORITY: Tackling Crime	
Measure 6	Levels of victim-based violent crime.
Owner	UPD
AIM/RATIONALE	The aim of this measure is to provide the Force will 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	“Victim-based violent crime” comprises homicide, violence with injury, violence without injury, sexual offences and robbery “Systemic increase” is one that is 6 consecutive increases above the mean or 4 consecutive increases above a control level
MEASUREMENT	PMG will receive data around current levels of victim-based violent crime, trend information and analysis.
DATA SOURCE	PIU (I&I)

NOT PROTECTIVELY MARKED

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PRIORITY: Tackling Crime	
Measure 7	Levels of victim-based acquisitive crime.
Owner	Crime Investigation
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 acquisitive crime efficiently and effectively. Victim based acquisitive crime represents the Force's largest volume crime area.
DEFINITIONS	"Victim-based acquisitive crime" comprises robbery, vehicle crime and theft "Systemic increase" is one that is 6 consecutive increases above the mean or 4 consecutive increases above a control level
MEASUREMENT	Assessment is based on current levels of victim-based acquisitive crime, trend information and analysis. Trend criteria:
DATA SOURCE	PIU (I&I)

PRIORITY: Tackling Antisocial Behaviour	
Measure 8	Levels of antisocial behaviour incidents in the City of London.
Owner	UPD
AIM/RATIONALE	The aim of this measure is to provide the Force will 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.
DATA SOURCE	PIU (I&I)

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PRIORITY: Protect the City of London and UK from Fraud	
MEASURE 9	The percentage of victims of fraud investigated by the Economic Crime Directorate who are satisfied with the service provided
OWNER	Economic Crime Directorate
AIM/RATIONALE	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.
DEFINITIONS	"Investigation" : - This is all Unifi crime records classified as "Fraud Investigations – Substantive offences recorded in Action Fraud" allocated to ECD Operational Teams "Victim" – 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.
MEASUREMENT	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.
DATA SOURCE	ECD Strategic Delivery Unit

NOT PROTECTIVELY MARKED

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PRIORITY: Protect the City of London and UK from Fraud	
MEASURE 10	The percentage of ECD City Fraud Investigations resulting in a positive action whether through offender disposal, prevention or disruption
OWNER	Economic Crime Directorate
AIM/RATIONALE	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.
DEFINITIONS	<p>"City Fraud Crime" includes all ECD Fraud investigations into fraud or fraud related offences occurring within the City of London.</p> <p>"Point of outcome" 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>"Positive action" is defined as follows:</p> <ol style="list-style-type: none">1. When there is an offender disposal.2. When there is a confirmed disruption of a technological or financial fraud enabler.3. When the crime contributes to an ECD Fraud awareness/ prevention product.
MEASUREMENT	Measurement will be based upon the percentage of City fraud investigations reaching the point of outcome benefitting from positive action.
DATA SOURCE	ECD Strategic Delivery Unit

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PRIORITY: National Lead Force	
MEASURE 11	The attrition rate of crimes reported to Action Fraud
OWNER	Economic Crime Directorate
AIM/RATIONALE	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.
DEFINITIONS	<p>“Attrition rate”: - This describes the ratio of outcomes to the number of reports received by Action Fraud.</p> <p>“Disseminated reports”:- 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>“Outcome”:- 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>
MEASUREMENT	<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>GUIDE: To be confirmed</p>
DATA SOURCE	Know Fraud, SharePoint and individual Police forces via Strategic Delivery Unit, ECD

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PRIORITY: National Lead Force	
MEASURE 12	The percentage of complaints compared to the number of Action Fraud reports received
OWNER	Economic Crime Directorate
AIM/RATIONALE	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. Monitoring the level of complaints will indicate the extent to which Action Fraud is listening to victims' needs and improving service levels. The percentage of complaints against the number of reports made will indicate the quality of the service being provided.
DEFINITIONS	<p>“Overall percentage of Customer Complaints against number of action fraud reports received”: - 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>Types of complaints received:</p> <ul style="list-style-type: none"> • Lack of update – When the victim hasn't been updated on the status of their report, • Dissatisfaction with a letter received – No satisfied with the content/tone of status update letters • Quality of communication with the contact centre – Poor standards of service • Dissatisfaction with a specific aspect of the action fraud process- such as the criteria used to determine whether a report qualifies as a report of fraud.
MEASUREMENT	PMG will receive monthly reports of the percentage of fraud reporting victims that have submitted a complaint.
DATA SOURCE	Action Fraud Systems, via Strategic Delivery Unit, ECD

NOT PROTECTIVELY MARKED

NOT PROTECTIVELY MARKED

PRIORITY: National Lead Force	
MEASURE 13	Level of the National Lead Force's return on investment
OWNER	Economic Crime Directorate
AIM/RATIONALE	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.
DEFINITIONS	<p>"Return ": - The value of money saved by ECD activities</p> <p>"Investment ":- The total amount of money spent on ECD activities</p> <p>"Return on investment":- The amount of money saved by ECD for every pound of money spent</p>
MEASUREMENT	<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> <ul style="list-style-type: none"> • Projected monetary value of future fraud loss saved by disrupting technological enablers of crime • The pound value of criminal asset denial through to recovery • Projected pound value of future fraud loss saved by ECD Enforcement Cases
DATA SOURCE	UNIFI, NFIB, Asset Recovery, finance dept via Strategic Delivery Unit, ECD

NOT PROTECTIVELY MARKED

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PRIORITY: Providing the national lead against Fraud	
MEASURE 14	The potential value of fraud prevented through interventions
OWNER	Economic Crime Directorate
AIM/RATIONALE	To demonstrate the outcome in financial terms the results across a broad range of operational activity aimed at tackling fraud.
DEFINITIONS	An intervention is a disruption of a financial, technological or professional enabler of fraud. Each enabler has a defined, agreed value attached to it so there is consistency to ascribing values to the disruption of a particular enabler (e.g. taking down a website, telephone line or sham business or bank account).
MEASUREMENT	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.
DATA SOURCE	ECD Strategic Delivery Unit

PRIORITY: Providing the national lead against Fraud	
MEASURE 15	The percentage of victims of fraud who are satisfied with the Action Fraud reporting service
OWNER	Economic Crime Directorate
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 came the opportunity to develop the same high satisfaction standards that are achieved 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	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.
DATA SOURCE	Action Fraud via Strategic Delivery Unit, ECD

PRIORITY: Cyber Crime	
MEASURE 16	The capacity and capability of the Force to deal with the threat posed by cyber crime
OWNER	Crime
AIM/RATIONALE	To implement the Force Cyber Crime Strategy and ensure that the Force has the appropriate capability to respond effectively to the threat and harm posed by cyber enabled and cyber crime within the City of London, and support national and regional obligations under the Strategic Policing Requirement
DEFINITIONS	NA
MEASUREMENT	<p>Measurement: The measurement of this will be provided by a narrative assessment quarterly by the Chair of the Cyber Crime Working group. Figures will be provided on the following:</p> <ul style="list-style-type: none"> • Number of Officers/staff trained using the college of policing mainstream cyber training. This is the minimum training requirement for front line staff. • Number of officers/staff trained within niche departments on using the “Fire Brand” training. • The High tech crime unit (Bespoke training courses delivered to staff) • DMI role, the number of DMI trained within Force. <p>Additionally we will be able to record the Force commitment to Op Falcon and record the number of staff seconded to this Op who will be gaining skills and expertise in cyber investigation.</p>
DATA SOURCE	Crime Directorate

NOT PROTECTIVELY MARKED

SATISFACTION	
MEASURE 17	Levels of satisfaction of victims of crime with the service provided by the city of London police.
OWNER	UPD
AIM/RATIONALE	The aim of this measure is to provide the Force will 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. The Force includes victims of acquisitive crime, which is not required by the Home Office, as without those victims, the sample size for the City of London would not be statistically valid.
DEFINITIONS	“Victim of crime” are victims of violent crime (except sexual offences), vehicle crime, acquisitive crime and criminal damage
MEASUREMENT	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.
DATA SOURCE	PIU (I&I)

SATISFACTION	
MEASURE 18	The percentage of people surveyed who believe the police in the City of London are doing a good or excellent job
OWNER	UPD
AIM/RATIONALE	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.
DEFINITIONS	NA
MEASUREMENT	The measure will be assessed by the annual customer survey conducted for the customer workstream 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.
DATA SOURCE	PIU (I&I)

NOT PROTECTIVELY MARKED

Committee(s):	Date(s):
Police Performance and Resource Management Sub Committee	24 th February 2016
Subject: HMIC Inspection Update	Public
Report of: Commissioner of Police Pol 08/16	For Information

Summary

This report provides Members with an overview of the City of London Police response to Her Majesty’s Inspectorate of Constabulary’s (HMIC) continuing programme of inspections and published reports. Since the last report to your Sub Committee HMIC has published 4 national reports and one Force report :

- Regional Organised Crime Units (ROCU): A review of capability and effectiveness (national);
- The Depths of Dishonour: Hidden Voices and Shameful Crimes, an inspection of the police response to honour-based violence, forced marriage and female genital mutilation (national);
- PEEL (Police Efficiency, Effectiveness and Legitimacy) – Police Effectiveness (Vulnerability) 2015 (national and Force);
- Increasingly everyone’s business: A progress report on the police response to domestic abuse (national).

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 national reports and one Force report:

- i. **Regional Organised Crime Units (ROCU):** A review of capability and effectiveness (national), published on 1st December 2015;

- ii. **The Depths of Dishonour: Hidden Voices and Shameful Crimes;** An inspection of the police response to honour-based violence, forced marriage and female genital mutilation (national), published on 8th December 2015;
 - iii. **PEEL – Police Effectiveness (Vulnerability) 2015** (national and Force), both published on 14th December 2015; and
 - iv. **Increasingly everyone’s business:** A progress report on the police response to domestic abuse (national), published on 15th December 2015.
2. Appendix A to this report provides an overview of progress against all outstanding HMIC recommendations.

Regional Organised Crime Units (ROCU): A review of capability and effectiveness (national report)

3. On 1st December 2015 HMIC published its national review of ROCUs’ capability and effectiveness in tackling serious and organised crime. All 10 ROCUs were inspected during spring 2015. The report focuses on regional perspectives; City of London Police is a member of the London ROCU.
4. The report’s principal findings are as follows:
- i. Although ROCUs are a vital part of the national response to serious and organised crime, they have evolved in a piecemeal, inconsistent way;
 - ii. Some forces (unspecified) have been unwilling to commit specialist resources to regional units, compromising their effectiveness;
 - iii. ROCU integration with national counter-terrorist policing could be improved;
 - iv. ROCUs’ understanding of regional threats, whilst improved, remains incomplete with regard to child sexual exploitation, human trafficking and modern slavery;
 - v. 2 of the 10 ROCUs have no investigative capability (this includes the London ROCU);
 - vi. ROCUs could do more to prevent serious and organised crime;
 - vii. ROCUs could assume more responsibility for testing preparedness to deal with national threats such as cyber crime.
5. The report makes 11 recommendations, 4 of which impact on the City of London Police. All are included in Appendix A. Recommendation 2 relates specifically the London ROCU.

The Depths of Dishonour: Hidden Voices and Shameful Crimes, an inspection of the police response to honour-based violence, forced marriage and female genital mutilation (national report).

6. On the 8th December 2015, HMIC published its inspection findings on the police response to honour based violence (HBV), forced marriage (FM) and female genital mutilation (FGM). HMIC noted that this is a relatively under developed area of policing and anticipated that few forces would have all necessary systems in place.
7. All 43 police forces were required to complete a self-assessment of their preparedness to protect and support victims of HBV. At the same time HMIC completed a review of relevant documentation and data supplied by forces. This was followed by a field inspection of 8 police forces¹, which did not include the City of London Police.
8. The report concludes that nationally:
 - i. The police service is not sufficiently prepared to protect effectively victims of HBV, including FM and FGM;
 - ii. The service provided to victims of these crimes needs to improve;
 - iii. Forces must improve engagement with community groups that support the victims to understand better the complexities cases of HBV can pose;
 - iv. There are well trained, experienced officers who can identify and protect victims at an early stage, however, they are thinly spread throughout the service; and
 - v. Forces must ensure officers are properly trained to identify cases of HBV and understand the appropriate approach to take, rather than adapting existing domestic abuse and child protection procedures.
9. The findings of the first phase of the inspection found that 40 out of the 43 forces were prepared to some extent to protect and support victims of HBV. Only 3 forces were assessed as being prepared overall against all areas of enquiry and 3 forces were considered as not yet prepared in any of the areas. City of London Police was recorded as 'Prepared' in the areas of Leadership and Awareness & Understanding, and 'Not yet prepared' in the areas of Protection, Enforcement & Prevention. This result was reported to your Sub-Committee in June 2015 (Pol 33/15).
10. The second phase of the inspection (based on the fieldwork in conjunction with the phase 1 results) found that nationally:
 - i. HBV oversight mechanisms are patchy, with a lack of effective processes within forces to adequately assess their own performance;

¹ Avon and Somerset, Cheshire, Dyfed-Powys, Hertfordshire, MPS, Northumbria, Thames Valley and West Midlands.

- ii. There needs to be greater engagement with health, social care and educational professionals and forces are tending to over-rely on the knowledge of a small pool of expert officers;
- iii. Variations in understanding is linked to variations in training adopted by forces, with training being inconsistent and not widespread;
- iv. Multi-agency working is potentially not working as effectively as it might in those forces that record low numbers of HBV cases;
- v. Information sharing practices between forces and partners are not always appropriate or secure;
- vi. Some forces have limited understanding of legal measures available (such as Forced Marriage protection orders and FGM protection orders).
- vii. Active information gathering is limited, especially from neighbourhood teams who are best placed to know their communities; and
- viii. Proactive and early intervention to manage perpetrators was not as regular as it should be.

11. The national report makes 14 recommendations, only 3 of which are for police forces to implement, the remainder being recommendations for the Home Office, College of Policing and the National Police Chiefs' Council.

PEEL – Police Effectiveness (Vulnerability) 2015 (national and Force)

12. The Effectiveness element of the 2015 PEEL inspection was split over 3 distinct inspections; the report under consideration focused on vulnerability, assessing the extent to which forces are successful at identifying, protecting and supporting those that are vulnerable.

13. All forces were inspected between June and August 2015 following a case file review and data gathering exercise that took place during March and April. HMIC published 43 separate force reports and one national report on 14th December 2015.

14. Overall, no forces were judged as 'Outstanding', 12 forces were assessed as 'Good', 27 were graded as 'Requires improvement' (this category included the City of London Police) and 4 forces were judged to be 'Inadequate'.

Force report

15. The report notes that the Force is very different from other force areas and that consequently the nature and scale of crimes against the vulnerable in the City differs from all other forces. The report notes many areas of good practice and HMIC acknowledge areas of success, however, it highlights a number of areas where it is felt improvements could be made. These include:

- i. The Force's response to child sexual exploitation would be better informed by a thorough problem profile dedicated to the issue;
- ii. Training provision aimed at assessing vulnerability at the first point of contact could be improved;

- iii. All response supervisors should be trained in the DASH² Risk Assessment model.
 - iv. More consistent use of victim personal statements, ensuring compliance with the Victim Code for all investigations.
16. The report formally records four areas for improvement, all of which are included in Appendix A and basically reflect the areas cited at paragraph 16 immediately above.

National Report

17. Nationally, HMIC offers praise for the proactive, dedicated personnel who are meeting the needs of vulnerable victims; however, alongside the praise there is criticism of the service's response to vulnerability. The report finds that nationally:
- i. There is no consistent definition for vulnerability; this leads to individuals being treated differently depending on a force's definition of what or who might be vulnerable;
 - ii. Forces should ensure response officers have the means to collect photo/video evidence;
 - iii. Forces need to ensure the right people with the right skills are available and allocated to the right investigations;
 - iv. Compliance with the Code of Practice for Victims of Crime could be improved;
18. The report goes on to consider improvements across a specific groups of vulnerable people, such as missing or absent children (full report due in Spring 2016) and domestic abuse (report published, see paragraph 20).
19. The national report does not make any recommendations. It notes that going forward, HMIC will publish areas of concern (serious) and areas for improvement (analogous to recommendations). However, the learning points in the national report have been captured by Strategic Development to ensure the relevant people in force can ensure the Force complies with national best practice.

Increasingly everyone's business: A progress report on the police response to domestic abuse (national report)

20. On 15th December 2015 HMIC published a progress report on the police's response to domestic abuse, which sets out the principal national themes revealed (in relation to domestic abuse) from the PEEL Effectiveness 2015 (Vulnerability) inspections which were carried out in all forces between June and August 2015 (as reported immediately above).

² Domestic Abuse, Stalking and Honour Based Violence Risk Identification, Assessment and Management Model

21. This report follows an initial inspection in 2013/14 commissioned by the Home Secretary to determine the police's response to domestic abuse. The resulting report "Everyone's business: Improving the police response to domestic abuse" was published in March 2014.
22. The report concludes that the police service and its partner organisations have undertaken extensive work over the last 18 months to improve the service provided to victims of domestic abuse and there have been improvements to the overall police response. There remain, however, a number of areas of improvement. Those that HMIC highlighted as particular causes of concern include:
- i. Difficulties in identifying repeat callers and victims due to limitations of forces' IT systems;
 - ii. Inconsistent awareness of coercive and controlling behaviour;
 - iii. Where training is provided, there is an over-reliance on e-learning packages;
 - iv. Domestic abuse investigations are still largely being allocated based on crime type and complexity rather than the assessment of risk;
 - v. Significant increases in workloads amongst specialist public protection teams;
 - vi. Better analysis of police and partner organisation data is needed to understand performance and how domestic abuse is dealt with in forces; and
 - vii. There is limited evidence of victim engagement to provide forces with feedback on how services can be improved.
23. It should be noted that although the Force received a grading of 'Requires Improvement' for the PEEL Effectiveness 2015 (Vulnerability) Inspection, of which the findings within this report from all forces are based, none of the areas for improvement identified in the City of London Police report relates solely to the area of domestic abuse. Feedback received from the HMIC Liaison Officer indicates that the Force position as regards to domestic abuse is good. However, considering the areas above there is potential for the Force to improve further.
24. The national report makes 6 recommendations, 3 of which are for police forces. All recommendations are included in Appendix A.
25. HMIC note that Police and Crime Commissioners (Police Committee for the City of London Police) need effective mechanisms for holding chief constables and senior police leaders to account for the delivery of improved services to victims of domestic abuse. In line with the deadlines set for Recommendations 3 and 4 it is suggested that a progress scrutiny report to Police Committee is scheduled for its September meeting, alongside all other HMIC Inspection recommendations) will also be made quarterly to your Sub Committee, until all recommendations have been completed.

4th Quarter

26. HMIC will publish two further reports during February 2015, both PEEL-based. The first will be Legitimacy on February 11th and the second will be Effectiveness on February 18th.
27. The overall PEEL assessment is due to be published on HMIC's website on February 26th.
28. HMIC will also commence work on the Efficiency aspect of PEEL around March/April 2015.

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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

Increasingly everyone's business: progress report on the police response to domestic abuse

A national report by HMIC, published December 2015

Total of 6 actions: 2 are national and outside the remit of City of London Police

4 were areas relevant to the City of London Police, 4 are still in progress.

Recommendation	Status	Due Date	Comment
<p>1 <u>National Oversight Group</u> The National Oversight Group, chaired by the Home Secretary, has played a vitally important and successful role in improving the police response to domestic abuse through its public scrutiny of progress against each of HMIC's original national recommendations. The National Oversight Group should</p>	WHITE		This action is for The National Oversight Group, chaired by the Home Secretary

Recommendation	Status	Due Date	Comment
<p>continue its work and its membership should be reviewed and updated to reflect the wide-ranging effort that is required beyond policing and across the broader public services to tackle domestic abuse. The current group should be enlarged so as to include membership from the Department of Health and NHS England, the Department for Education, local government and social care organisations.</p> <p>The National Oversight Group should continue to monitor and report on the progress made in implementing this further set of recommendations as well as the original recommendations that are outstanding. There should be a renewed focus on the importance of joint multi-agency working on preventative approaches and early intervention with perpetrators.</p>			
<p>National domestic abuse data monitoring</p> <p>The national Rape Monitoring Group has developed a range of statistics that help forces analyse their responses to rape and serious sexual offences. The Home Office, the Ministry of Justice, the National Police Chiefs Council (NPCC), the Association of Police and Crime Commissioners (APCC), the College of Policing, HMIC and domestic abuse organisations should work together to develop a data set relating to domestic abuse which will enable more thorough analysis of how domestic abuse is dealt with in a force area. As for the Rape Monitoring Group, a process should be put in place to publish this data set periodically.</p> <p>Using these data, police and crime commissioners, police, prosecutors and agencies within the criminal justice system will have an enhanced view of how domestic abuse is dealt with in their local area. For chief constables, the data will assist with an improved understanding of force performance on domestic abuse. For police and crime commissioners, the data</p>	<p>WHITE</p>	<p>The work to establish the data set relating to domestic abuse should be completed by March 2016</p> <p>The new arrangements for collecting this data should be in place by June 2016</p>	<p>This action is for the Home Office, the Ministry of Justice, the National Police Chiefs Council (NPCC), the Association of Police and Crime Commissioners (APCC), the College of Policing, HMIC and domestic abuse organisations</p>

Recommendation	Status	Due Date	Comment
<p>will assist in setting force priorities and holding the force to account in respect of its response to victims of domestic abuse. The work to establish the data set relating to domestic abuse should be completed by March 2016. The new arrangements for collecting this data should be in place by June 2016 and the first publication of the national data set should take place before the end of the 2016/17 financial year.</p>		<p>The first publication of the national data set should take place before the end of the 2016/17 financial year</p>	
<p>Page 37</p> <p>3</p> <p>Update of forces' domestic abuse action plans By March 2016, every police force in England and Wales should update its domestic abuse action plan; determine what more it can do to address the areas for further improvement highlighted in this report and specified below; and publish its revised action plan accordingly:</p> <ul style="list-style-type: none"> • Understanding and identifying risk: Pending completion of the College of Policing's review of the evidence base for risk assessment in cases of domestic abuse (Recommendation 6 in Everyone's business), forces should ensure that their arrangements for assessing and managing risk are well understood and appropriately used by officers and staff across the force, are being put into practice and are supervised effectively. Once the College of Policing research is published in early 2016, forces should further review their guidance to officers and staff. • Prioritising and allocating domestic abuse 	<p>AMBER</p>	<p>March 2016</p>	<p>This action plan is being reviewed and updated.</p>

Recommendation	Status	Due Date	Comment
<p>investigations: Domestic abuse cases should be prioritised and allocated for investigation on the basis of risk and there should be a clear allocation and prioritisation policy for high, medium and standard risk cases. Forces should ensure their arrangements for doing so are effective.</p> <ul style="list-style-type: none"> • Safeguarding victims at medium and standard risk: Recognising the dynamic nature of risk in domestic abuse situations, forces should ensure that there is appropriate safeguarding in place for victims at medium and standard risk throughout their involvement with the police with referral routes to partner organisations and early access to specialised support and advice where appropriate. • Views of victims: Forces should have in place processes to seek regularly the views of victims of domestic abuse and to act on this feedback by incorporating changes into policy, practice and learning and development activities. These approaches should be reconsidered when the Home Office issues its guidance on obtaining the views of victims. • Training: It is important that officers and staff understand the dynamics of domestic abuse and that their attitudes and behaviours reflect their knowledge. Forces should consider how best to ensure that officers and staff are able to identify and understand the wide range of violence, behaviours and different perpetrators that fall under the definition of domestic abuse through training, learning and development activities. They should also ensure that their officers and staff demonstrate understanding and supportive 			

Recommendation	Status	Due Date	Comment
<p>attitudes and behaviours towards victims. In particular, forces should improve understanding and appreciation of the dynamics of domestic abuse, particularly in relation to coercive control. These activities should include the personal experiences of victims and the participation of local specialist domestic abuse organisations wherever possible. Training should be face-to-face (supported by but not substituted by e-learning). The College of Policing is researching approaches to training that support improvement in attitudes and behaviours. Once this research is complete and training developed as a result, forces should specify how it will be given priority and/or incorporated into their existing training programmes.</p> <p>To ensure consistency, the College of Policing and the national policing lead on domestic abuse have agreed to provide further advice on the revisions to the existing action plans as soon as possible. The College of Policing and the national policing lead on domestic abuse should provide feedback on this work to the National Oversight Group.</p> <p>Chief officers in each police force should continue to oversee and ensure full implementation of these action plans and offer regular feedback on progress to their police and crime commissioner. This should be a personal responsibility of the chief constable in each case.</p>			

Recommendation	Status	Due Date	Comment
<p><u>Force progress reviews</u> By June 2016, chief constables should review the progress made by their forces in giving full effect to their forces' stated priorities on domestic abuse. Every force in England and Wales should undertake a clear and specific assessment of its own progress in respect of domestic abuse, potentially through peer review, which should include reference to the following:</p> <ul style="list-style-type: none"> • the force's updated action plan on domestic abuse; • the force's culture and values; • the force's performance management framework; • the force's approach to the use of data and evidence of what works in support of the development of a learning organisation; • the reward and recognition policy in the force and the roles and behaviours that this rewards currently; • the selection and promotion processes in the force; • the messages and communications sent by the senior leadership team to the rest of the force about tackling domestic abuse; • the development opportunities for officers and staff in the force; and • force policy on how perpetrators and victims of domestic abuse who are employed by the force are managed. 	AMBER	June 2016	Pending advice from College of Policing by March 2016, options are being explored to develop a peer review the results of which will be reported to SMB.

Recommendation	Status	Due Date	Comment
<p>To ensure consistency, the College of Policing and the national policing lead on domestic abuse have agreed to provide advice on the form and content of the assessment of progress by March 2016.</p> <p>HMIC will draw on forces' assessment of progress on domestic abuse as part of its annual PEEL inspection in 2016. Chief constables should as soon as practicable take whatever further action is necessary to build on the progress made in giving effect to their forces' stated priorities on domestic abuse. This should include action to raise awareness of domestic abuse to instil a deeper understanding of and commitment to addressing the often complex needs of victims of domestic abuse. Chief constables should also take steps to support, encourage and conspicuously value officers and staff who exemplify this understanding and commitment.</p>			
<p><u>Innovation and establishing evidence-based good practice</u></p> <ul style="list-style-type: none"> Innovative practice in forces to tackle domestic abuse should be encouraged but it should be informed by robust, independent evaluation which demonstrates the effectiveness of that practice, particularly in terms of safeguarding people at risk of harm. Working in consultation with partners, forces should assess the available evidence that supports innovative practice before it is implemented and ensure that safety planning is built into any new practice from the outset. Where there is little or no available evidence, forces should be clear about the thinking behind the innovative practice and should carry out a thorough evaluation of the practice, ideally supported by the College of Policing, as quickly as possible. 	<p style="text-align: center;">AMBER</p>	<p>February 2016</p>	<p>This recommendation has been noted. Any new initiatives will be discussed and reviewed at the bi monthly Safeguarding Working Group, membership of which includes partners.</p>

Recommendation	Status	Due Date	Comment
<ul style="list-style-type: none"> Multi-agency safeguarding hubs and central referral units: In the next six months, the National Oversight 			This recommendation is for the National Oversight Group.
<p>Group should commission a ‘task and finish group’ to evaluate the effectiveness of the various models in place for MASHs and CRUs in terms of the outcomes achieved for victims of domestic abuse. By Spring 2017, this task and finish group should provide forces with guidance and examples of good practice to illustrate how multi-agency arrangements most effectively share information, assess risk and undertake joint safeguarding activities to protect victims of domestic abuse. The group should involve representatives from the Home Office, Department of Health, Department for Education and relevant inspectorates, as well as practitioners within forces and academics.</p>			
<ul style="list-style-type: none"> Perpetrator programmes including integrated offender management: Reducing offending by perpetrators will save potential victims from abuse and help to reduce the demand on forces. As part of updating their action plans, forces should use the soon to be published research carried out by the College of Policing on perpetrator programmes and summary of existing initiatives to inform the development of their own programmes. 	AMBER	Deadline to set once be once College of Police has published its research	To be reviewed by FIB when published by the College of Policing – report to SMB with their response.

Recommendation		Status	Due Date	Comment
	<ul style="list-style-type: none"> Domestic Violence Protection Orders (DVPOs): The National Oversight Group should ensure that, by April 2016, further consideration is given to increasing the use and effectiveness of DVPOs. The Ministry of Justice should provide clear guidance on the DVPO process and sentencing guidelines for breaches of these orders. 			This recommendation is for the National Oversight Group and the Ministry of Justice.
9 Page 43	<p><u>Learning from domestic abuse</u> By September 2016, the Home Office should ensure that conclusions from domestic homicide reviews are shared swiftly and effectively with police forces, police and crime commissioners and domestic abuse practitioners. With the assistance of the College of Policing, the national policing lead on domestic abuse and domestic abuse practitioners from the voluntary sector, a system should be developed and implemented to collate learning from domestic homicides and to disseminate this learning on an annual basis to forces. They should also consider how forces can contribute effectively to and access the information held within the Femicide Census.¹⁷</p>		September 2016	This action is for the Home Office.

PEEL: Police effectiveness 2015 (Vulnerability)

A force report by HMIC, published December 2015

Total of 4 actions: 0 are national and outside the remit of City of London Police. 4 were areas relevant to the City of London Police, 4 are still in progress.

Recommendation		Status	Due Date	Comment
1	The force should improve the consistency and frequency of training delivered to ensure all staff have an awareness and understanding of identification of vulnerability of victims particularly at the initial point of contact.	AMBER	June 2016	A review of training will be completed, including refresher training – recommendations for change will be discussed at the Training improvement Board for decision.

Recommendation		Status	Due Date	Comment
2	The force should improve the identification of the vulnerability of victims during investigations, by ensuring staff complete the necessary processes on the crime reporting system.	AMBER	June 2016	An analysis of failings will be undertaken and steps taken to resolve issues.
3	The force should reassure itself that in relation to the use of victim personal statements it is fully compliant with its duties under the Code of Practice for Victims of Crime.	AMBER	June 2016	Current arrangements will be reviewed and an assessment made of a necessary interventions
4	The force should improve the response to children at risk of sexual exploitation by ensuring its understanding of the scale and nature of the issue is developed which will better inform its preventative and investigative response; and frontline staff have an appropriate level of knowledge of the factors to identify cases and understand how to respond.	AMBER	June 2016	Online child sexual exploitation has been identified as an intelligence gap and further work has been commissioned. This work will further inform the CSE profile.

The depths of dishonour: Hidden voices and shameful crimes

An inspection of the police response to honour-based violence, forced marriage and female genital mutilation

A national report by HMIC, published December 2015

Total of 14 actions: 11 are national and outside the remit of City of London Police. 3 were areas relevant to the City of London Police, 3 are still in progress.

Recommendation		Status	Due Date	Comment
9	By June 2016, chief constables in consultation with partner agencies should undertake research and analysis using diverse sources to understand better the nature and scale of HBV, FM and FGM in their force areas, and use this information to raise awareness and understanding of HBV, FM and FGM on the parts of their police officers and staff.	AMBER	June 2016	City and Hackney safeguarding team has been contacted to establish what work may already have been undertaken. The regional co-ordinator is also being contacted. A problem profile is to be requested from FIB to establish any intelligence gaps.

Recommendation		Status	Due Date	Comment
10	By June 2016, chief constables should ensure that information management processes are in place to record and flag HBV, FM and FGM information in an efficient, effective and systematic way so that the risk to individual victims is identified at an early stage and properly assessed and managed throughout the progression of victim's case.	AMBER	June 2016	Current flagging on the crime recording system to be confirmed – shortcomings to be fed into the CCCI project. Flags to be monitored at the daily crime meeting. DASH risk assessment review arrangements to be reviewed, updating SOP as necessary.
11	By June 2016, chief constables together with partner agencies should ensure they have clear policies and joint working structures in place to ensure an integrated approach to HBV, FM and FGM between police forces and other agencies.	AMBER	June 2016	PPU DI to review relevant protocols with partner agencies. The 'Bristol Model' cited in the report to be investigated from possible use by CoLP. Current information sharing arrangements to be reviewed by the June 2016 deadline.

Regional Organised Crime Units A review of capability and effectiveness

A national report by HMIC, published November 2015

Total of 11 actions: 8 are national and outside the remit of City of London Police. 3 were areas relevant to the City of London Police, 2 are still in progress. Recommendation 1 does not apply to CoLP.

Recommendation		Status	Due Date	Comment
1	By 1 April 2016, all regional organised crime units (ROCU) - except London - should have in place the '13 capabilities' identified within the ROCU development programme [see Annex A for full list of capabilities].	WHITE	April 2016	This recommendation does not apply to the London ROCU.

Recommendation		Status	Due Date	Comment
2	By 30 June 2016, the constituent forces of the London ROCU should ensure that they have reliable access to the '13 capabilities' identified within the ROCU development programme [see Annex A for full list of capabilities].	AMBER	June 2016	Liaison between the BTP, MPS and CoLP has commenced. By the nature of the ROCU a single action plan is to be developed by the 3 forces; once agreed the status of progress will be reported. The MPS are the larger partner in this arrangement and are key to the action plans success.
3	By 30 June 2016, every police force in England and Wales should publish an action plan that sets out in detail what steps it will take to make maximum use of the ROCU capabilities, minimise duplication at force level, and ensure that the use of shared ROCU resources are prioritised between regional forces. This action plan should be developed: <ul style="list-style-type: none"> • in consultation with police and crime commissioners, ROCUs and the ROCU executive board; • with regard to both local force priorities (in particular, as specified in the relevant police and crime plan) and National Crime Agency (NCA) priorities; and • with regard to the other recommendations contained in this report. 	AMBER	June 2016	
4	By 30 June 2016, the ROCU executive board – working with forces, the NCA and the Home Office – should produce a plan for the development of ROCUs, which includes a clear statement of shared purpose, and ROCUs should thereafter implement it.	WHITE	June 2016	This action is for the ROCU Executive board
5	By 30 June 2016, the national police lead for serious and organised crime should work with the Assistant Commissioner with national counter-terrorist responsibilities to produce a plan for introducing joint regional management arrangements where this is appropriate and applicable, with the designated assistant or deputy chief constable for each ROCU taking management responsibility for both serious and organised crime and counter-terrorist policing.	WHITE	June 2016	This action is for the national lead for serious and organised crime

Recommendation		Status	Due Date	Comment
6	By 30 June 2016, ROCUs, counter-terrorist units (CTUs), counter-terrorist intelligence units (CTIUs) and the NCA should produce a long term plan for ensuring they are co-located wherever possible, and thereafter implement it.	WHITE	June 2016	This action is for ROCUs, counter-terrorist units (CTUs), counter-terrorist intelligence units (CTIUs) and the NCA
7	By 31 March 2016, the Home Office – working with the ROCU executive board – should have assessed the benefits and viability of providing ROCUs with a three to five-year funding settlement that puts them in a position to make long-term investment decisions which support the development of efficient and effective regional capabilities.	WHITE	March 2016	This action is for the Home Office working with the ROCU executive board
8	By 30 June 2016, all ROCUs, forces and the NCA should adopt a common approach to the assessment of serious and organised criminal threats.	AMBER	June 2016	Liaison between the BTP, MPS and CoLP has commenced. By the nature of the ROCU a single action plan is to be developed by the 3 forces; once agreed the status of progress will be reported.
	By 30 June 2016, the ROCU executive board should produce a plan for improving the Government Agency Intelligence Network (GAIN) operating model to enable large scale intelligence-sharing between government departments, agencies and the private sector, and this plan should thereafter be implemented.	WHITE	June 2016	This action is for the ROCU executive board
10	Beginning immediately, ROCUs, the NCA, National Offender Management Service and the national counter-terrorism network should exchange information routinely about all organised crime group members serving prison sentences to ensure the risks they pose are properly managed.	WHITE	Immediate	This action is for ROCUs, the NCA, National Offender Management Service and the national counter-terrorism network
11	By 30 June 2016, ROCUs should assume responsibility for organised crime group mapping on behalf of their constituent forces, working closely with their constituent forces to ensure that this process is informed by local intelligence.	WHITE	June 2016	This action is for ROCUs

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 were areas relevant to the City of London Police, 1 is still in progress.

Recommendation	Status	Due Date	Comment
<p>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.</p>	AMBER	February 2016	<p>Student training: This area is already covered in depth within the IPLDP training material and the CoLP follows this material. Prior to each new IPLDP course the CoLP training material is reviewed against the latest COP material and adjusted accordingly to meet the latest changes in learning outcomes.</p> <p>Specials Training: Material is matched against the latest College of Policing training for Special Constables.</p> <p>Refresher training has been identified as a gap. A refresher training package will be design by end of February 2016 and a request for authorisation to proceed will be submitted to the April Training Improvement Board.</p>

PEEL: Police efficiency 2015

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

Total of 2 actions: 0 are national and outside the remit of City of London Police. 2 were areas relevant to the City of London Police, 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 expected of them.	AMBER	March 2016	Strategic Development has contacted forces which were graded 'outstanding' in these areas to produce a gap analysis – only Lancaster has responded. The NPCC Performance Management Co-ordination Committee (PMCC) has recently considered sharing learning and peer support between forces. Contact details have been forwarded to the HR Director.
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	

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 was relevant to the City of London Police, 1 is still in progress.

Recommendation		Status	Due Date	Comment
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"> • 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; 	AMBER	Within 6 months of the completion of Rec. 1	<p>This will be completed upon the Criminal Justice Board establishing an operating framework. The due date cannot be shown until that work is complete.</p> <p>Currently awaiting a response from the new staff officer for CC Simon Byrne – lead for the NPPC CJ coordination committee to establish progress.</p>

Recommendation	Status	Due Date	Comment
<ul style="list-style-type: none"> • 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; • the business and analytical support required for effective partnership planning, commissioning and co-ordination; and • identification and clarification of links with related partnerships so that work is co-ordinated and mutually reinforcing. 			

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 were areas relevant to the City of London Police, 1 is still in progress.

Recommendation	Status	Due Date	Comment
<p>12</p> <p>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 th March 2016	<p>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.</p> <p>A 100% review of certificates has been undertaken. Results were satisfactory with follow up undertaken with one certificate holder only. An in depth review of certificate holders will be undertaken by March 2016 which will also correspond and coincide with the move from paper to electronic media for firearms licensing activity in Force.</p>

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

A national report, published July 2015, a joint inspection by HMIC

Total of 13 actions: 1 is national and outside the remit of City of London Police. 12 were areas relevant to the City of London Police, 2 are still in progress.

Recommendation		Status	Due Date	Comment
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	APP continues to be monitored and followed. Robust processes are in place with opportunities for learning via arrangements with Hackney. Insp PPU has also emailed London Regional Lead to see if they have any more information.
Page 51	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. This work is being supported by a booklet for children and training for school teachers and staff. CSE Awareness Event (co-ordinated by City and Hackney Safeguarding Board) scheduled for 18 th March 2016. The action will be delivered, albeit, slightly late.

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

A national report, published July 2015, a joint inspection by HMIC and HMCPSi

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] of these 1 is national and outside the remit of City of London Police.

3 were areas relevant to the City of London Police, 2 are still in progress.

Area for Attention		Status	Due Date	Comment
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 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 they operate without discrimination.	GREEN	NA	Age, gender and ethnicity are recorded on custody records. Age/Gender/ethnicity should be recorded on crime and 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	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.

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 were 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.
Page 53	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 th 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 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 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

This was a national inspection, published March 2015.

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

Recommendation	Status	Due Date	Comment
<p data-bbox="98 703 159 890" style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 54¹⁰</p> <p data-bbox="199 472 943 751">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 commissioners¹⁰⁵ 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 data-bbox="203 791 931 962">¹⁰⁵ 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>	<p data-bbox="987 703 1084 730">AMBER</p>	<p data-bbox="1137 703 1263 730">June 2015</p>	<p data-bbox="1296 579 2141 786">The implementation of the mobile data solution, which commenced mid November 2015 [Uniform Group 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 data-bbox="1296 831 2107 858">A report will be presented to Police Committee by UPD in July 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 were actions relevant to the City of London Police, 1 is still progress.

Recommendation	Status	Due Date	Comment
<p>7 The police service, with the support and guidance of the College of Policing and the appropriate national policing leads, must establish a definition and a monitoring framework on the use of force by police officers and staff, linked to forces' risk registers. At a minimum this should ensure that:</p> <ul style="list-style-type: none"> • more frontline officers and staff are trained in de-escalation skills; • there is a common understanding, informed by College of Policing Authorised Professional Practice on definitions of restraint and thresholds for the purposes of record-keeping; • the use of force in custody is recorded on CCTV and/or body worn cameras, and the recordings are monitored by senior managers, and made available to National Preventative Mechanism-visiting bodies as required; and • data collected on the use of force is monitored routinely, examined for trends, reported to police and crime commissioners and published on force websites to promote transparency and accountability to community groups and the wider population. 	<p>AMBER</p>	<p>December 2015</p>	<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 has been rescheduled for the next phase of training which starts in February 16.</p> <p>The required data is now being collated and will be reported to Police Committee in July 2016.</p>

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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, 5 are still in progress.

Recommendation		Status	Due Date	Comment
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, however the force is progressing work internally.
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	CoLP has commenced its own programme of work around demand. The College of Policing is progressing this work, however, there has been considerable slippage nationally. A toolkit is due to be published [March 2016] which will help forces develop their demand capability. A conference to consider progression has been scheduled by the College of Policing on 15 th March 2016.
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. A HMIC template for forces' use was supposed to be circulated in the Autumn of 2015, however, as at January 2016 no template has been published. The Force has been conducting preparatory work to explore how best it can record and maintain an accurate picture of all types of demand, including latent and non-crime related demand. Meetings have taken place with Deloitte and a further meeting took place in early February 2016 with PWC to draw on best practice in this area. HMIC held a demand workshop in early December 2015 where it was accepted that CoLP does not fit the national profile which is likely to apply to all other forces. Indications are now that the first FMS will not be required until 2017.

Recommendation		Status	Due Date	Comment
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	This is linked to the demand work detailed in 26 and 27 above.
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. The staff suggestion scheme and the force change board both contribute to reducing bureaucracy.

Stop & Search

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

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

National Report

Total of 10 actions: 2 are national and outside the remit of City of London Police.

8 were actions relevant to the City of London Police, 2 are still in progress.

Recommendation		Status	Due Date	Comment
5	Chief Constables should ensure that officers and supervisors who need this training are required to complete it, and that their understanding of what they learn is tested.	AMBER	Will be determined following College of Policing rollout	The College of Policing are currently evaluating the trial for the new Stop and Search training package and indicating a go live date of April 2016. When L&D have sight of the training package an agreement will be sort from TIB on: who receives the training, will a test of knowledge and understanding be used, what remedial procedures will be taken if individuals do not meet the standards and how often will refresher training be introduced.

Recommendation		Status	Due Date	Comment
9	Chief Constables should introduce a nationally agreed form (paper or electronic) for the recording of stop and search encounters, in accordance with the code of practice.	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 were actions to the City of London Police, 1 has been superseded by Stop and Search 2 and 4 are still in progress.

Recommendation		Status	Due Date	Comment
Page 2 58	2 Publish a force definition of an effective outcome from the use of stop and search powers.	WHITE	NA	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 to forces in April 2016.
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 January 2016 which will enable the mapping and analysis of Stop and Search.

Committee(s): Police: Performance and Resource Management Sub-Committee	Date: 24 th February 2016.
Subject: 3 rd Quarter Performance against measures set out in the Policing Plan 2015-18	Public
Report of: Commissioner of Police POL 09/16	For Information

Summary

1. This report summarises performance against the measures in the Policing Plan 2015-18 for the period 1st April to 31st December 2015.

Measure	TREND Qtr1	TREND Qtr 2	TREND Qtr 3
1. The level of specific counter terrorism deployments tasked that are completed	Stable	Stable	Stable
2. The level of community confidence that the City of London is protected from terrorism	Deteriorating	Improving	Deteriorating
3. The level of evidence-based education and enforcement activities, supporting the City of London Corporation's casualty reduction target	Stable	Stable	Stable
4. The number of disposals from manned enforcement activities	Stable	Improving	Stable
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	Improving
6. The level of victim-based violent crime	Deteriorating	Deteriorating	Deteriorating
7. The level of victim-based acquisitive crime	Stable	Improving	Improving
8. The level of antisocial behaviour incidents	Improving	Improving	Improving
9. The percentage of victims of fraud investigated by the Economic Crime Directorate who are satisfied with the service provided	Deteriorating	Improving	Improving
10. To ensure City Fraud Crime, investigated by ECD results in a positive action whether through offender disposal, prevention or disruption	Stable	Stable	Stable
11. The attrition rate of crimes reported to Action Fraud	Improving	Improving	Improving
12. The number of complaints against Action Fraud	Stable	Deteriorating	Improving
13. Level of the National Lead Force's return on investment	Improving	Improving	Improving
14. The value of fraud prevented through interventions	Improving	Improving	Improving
15. The percentage of victims of fraud who are satisfied with the Action Fraud reporting service	Stable	Not available	Not available
16. The level of Force compliance with requirements under the Strategic Policing Requirement	Stable	Stable	Stable

17.The level of satisfaction of victims of crime with the service provided by the city of London police	Deteriorating	Improving	Not yet available
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	Deteriorating

Recommendation

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

Main Report

Background

1. This report presents Force performance against the measures published in your Committee's Policing Plan 2015-18 at the end of the third quarter of the 2015-18 financial year (1st April 2015 – 31st December 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.

Current Position

Overview of Force Performance

5. A comparison with the same period in 2014-15 shows that between 1st April and 31st December 2015:
 - Total victim-based crime (which includes violence against the person, sexual offences, robbery, burglary, theft and criminal damage) stood at

3349 offences, compared to 3412 offences at the same point last year, a decrease of 63 offences (-1.8% reduction).

- Crimes against statute, which includes drugs offences, possession of weapons, public order offences and ‘miscellaneous crimes against society’¹, have also shown a decrease compared to last year, 615 offences against 620 (5 fewer offences representing a -0.8% decrease).
 - At the end of December 2015, total notifiable crime was down by -1.7%, 68 fewer offences (3964 crimes compared to 4032 last year).
6. In addition to those items reported in the previous report to your Sub Committee, notable Force achievements and activities during the period 1st October and 31st December 2015 include:
- The confiscation of £2.4m from criminals who profited from land and carbon credit scams, with the perpetrators receiving sentences of between 3 and 4 years 8 months;
 - The launch of a global financial crime course by the Economic Crime Academy;
 - At the beginning of November, 15 Force public order officers played a leading role in dispersing an illegal rave in Lambeth following a 7 hour prolonged attack on police;
 - The Force launched a new Major Crime Team, amalgamating 3 former units (Major Incident Team, Central Detective Unit and the Digital Investigation Unit);
 - The successful conviction of 2 Moldovan card skimmers, who between them were jailed for a total of 12 years;
 - 3 men, who were part of an organised criminal network, were sentenced to a total of more than 30 years for their involvement in several armed robberies targeting money transfer shops and jewellers across the country. The conviction was the result of an investigation carried out by the City of London Police with the Metropolitan Police and Greater Manchester Police.

Performance against measures

7. **Measure 2 - The level of community confidence that the City of London is protected from terrorism.** The third quarter results for this measure show a decrease compared to the quarter two results, from 72.2% to 62%. 683 people responded to the survey (compared to an average of 150 in previous years) and respondents were once again provided with an opportunity to explain their views.
8. It must be noted that the third quarter survey took place almost immediately after the marauding terrorist attacks in Paris. Those respondents who

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

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 consistent with previous quarters 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 and so on).

9. Given that respondents had provided feedback in previous surveys about issues outside of the Force's control, a second question was posed for the quarter three survey. That question asked whether people feel reassured by the work done by the City of London Police to protect the City of London from terrorism. That response to that question was very different, with 89.4% of respondents saying they felt reassured.
10. **Measure 6 - Levels of victim based violent crime.** As the first and second quarters, levels of victim based violent crime continue to increase and consequently remain a principal area of focus for the Force.
11. Members will see from Appendix A that at the end of the third quarter the Force recorded a 25.3% increase in the level of victim based violent crime compared to 2014/15 as a result of recording 139 more offences. This represents the lowest level of increase this year (quarter 1 ended at 43.2% and quarter 2, 34.6%). The end of year predicted level of 915 has also fallen from a high of 1005, which was predicted at the end of September.
12. The overall increase mirrors the position outlined in the latest ONS release (January 21st) on violent crime. Nationally, there was a 27% rise in violence against the person, which is in the same area as the City's 25.3% increase. The national level was principally driven by increases in the 'violence without injury' sub-category, which showed a 37% increase (the City's increase over the year to date stands at 25.2%).
13. Almost half of the violence with injury offences committed during the night time economy (NTE) hours (2000-0600) were linked to licenced premises. Within the violence without injury category, most were common assaults (slightly more during the NTE hours than daytime hours) and harassment offences (mainly daytime hours).
14. 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 any way complacent regarding the levels of victim based crime. As previous reports, the Force would like to assure Members that this will remain a priority area at Performance Management Group. Although analysis indicates that levels are likely to continue to increase the Force will do everything in its power to ensure any increase is minimised.
15. **Measure 15 - The percentage of victims of fraud who are satisfied with the Action Fraud reporting service.** As reported in the last quarter report, data for this measure has been affected by the company providing the

reporting service (BBS) going into administration. The replacement interim company, Concentrix, are not able to obtain this data. The new system is not due to come on line until April 2016. It has therefore become necessary to suspend this measure for the remainder of 2015/16.

16. **Measure 17 - Levels of satisfaction of victims of crime with the service provided by the city of London police.** Unfortunately, as the third quarter survey only closed off at the end of December, the analysis of that survey was not complete by your Sub Committee's deadline. Results will be formally reported in the quarter 4 report, however, if they are available in time for your Sub Committee, an update will be provided.
17. **Measure 18 - The percentage of people surveyed who believe the police in the City of London are doing a good or excellent job.** The customer survey carried out in November/December had 371 respondents. 80.2% felt the Force are doing a good or excellent job. This is noted as deteriorating as it is below the average recorded for 2014/15. Of those that expressed a preference, only 7.3% expressed dissatisfaction with how the City of London is policed. 12.5% of respondents expressed no opinion either way.
18. The Force is reviewing the comments made by the 7.3% of dissatisfied respondents so that remedial action can be taken before the next survey in late 2016.

Background Papers:

- **Appendix 'A' Performance Summary**

Contact:

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APPENDIX A – PERFORMANCE SUMMARY FOR 1st APRIL – 31st DECEMBER 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	This measure will be reported against using the percentage of counter terrorism options tasked that are completed (as assessed by Security Group) The reported measure will be complemented by information detailing: <ul style="list-style-type: none"> • Visibility – providing details of levels of patrolling or specific events with the community; • Information – providing details of education or advice provided; 			
DATA SOURCES	UPD/I&I/Crime Directorate			
ASSESSMENT	Qtr 1 STABLE	Qtr 2 STABLE	Qtr 3 STABLE	
<p>Main measure</p> <p>Taskings set at the Security Group meeting over the third quarter were:</p> <ul style="list-style-type: none"> • Project Servator - 2503 hours, resulting in 49 arrests/5 FPN's/8 PND's/144 Stop Searches/26 Vehicle seizures. • Assisted by Response Groups and Specialist Support - 1159 hours/3 arrests/2 PNDs/14 Stop Searches. • E1 Patrols - 7225 hours /16 arrests/93 FPN/ 6 PND/ 49 Stops searches/ 4 vehicle seizures. • Armed foot patrols of Iconic Sites – 931 hours • Vehicle Checkpoint – 48 hrs / 2PND <p>The number of hours delivered for Servator and E1 Patrols is roughly double that of the 2nd quarter, principally due to the events in Paris and the resulting heightened security in the City of London.</p> <p>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.</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
Number Griffin Attendees	73	72	39	34	No event	31	37	21	39			
Percentage consider Force capable	100%	98%	98%	98%	-	95%	98%	85%	95%			
2014/15 levels	99%	100%	96%	100%	98%	99%	99%	100%	98%	-	98%	98%
2013/14 levels	100%	99%	98%	95%	99%	100%	98%	96%	100%	99%	92%	98%
Number Argus Attendees	186	182	130	64	17	109	2	114	46			
Percentage consider Force capable	100%	100%	100%	100%	100%	100%	100%	100%	100%			
2014/15 levels	100%	100%	100%	100%	n/a	100%	99%	100%	100%	97%	100%	100%
2013/14 levels	100%	97%	100%	96%	97%	98%	98%	97%	100%	100%	100%	100%

Measure 2	The level of community confidence that the City of London is protected from terrorism			
AIM/RATIONALE	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.			
MEASUREMENT	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. GUIDE: 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.			
ASSESSMENT	Qtr 1 DETERIORATING	Qtr 2 IMPROVING	Qtr 3 DETERIORATING	

How confident are you that the City of London is protected from terrorism?	Qtr 1	Qtr 2	Qtr 3	Qtr 4
2015/16	69%	72.2%	62.05%	
2014/15	90%	85.7%	87.1%	80.6%
2013/14	90.7%	84.5%	89.1%	88.5%

683 people responded to the 3rd qtr survey

The results show:

50.46 % are “confident” City of London is protected from Terrorism and 11.59 % are “very confident” that the City of London is protected from Terrorism. This low level is attributed to the attacks in Paris during November. However, when asked how reassured they felt by work conducted by the Force, **89.39% said they are reassured by the work City of London Police are doing to protect the City from terrorism**

Examples of comments made in relation to the Lord Mayor’s Show, which had just happened before the survey:

- The Lord Mayor's show came at an extremely worrying time for us all and I think it was handled extremely well. The correct decisions and the correct communications - gave me great confidence
- Great collaborative effort - community policing with a level of rigor to protect the people of the UK. Great Job
- As always your officers were helpful and friendly but holding the usual boundaries needed for such an occasion.
- Very re-assuring to see Police manning in large numbers
- The decision to cancel the fireworks was made too late to give sufficient time to let people know. This was the fault of the City Corporation not the police but should be borne in mind for future events.
- Well run and managed plus communicated to local community and businesses
- As always a professional and balanced approach throughout.

Measure 3	Levels of evidence based education and enforcement activities, supporting the City of London Corporation's casualty reduction target			
Owner	UPD			
AIM/RATIONALE	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.			
DEFINITIONS	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.			
MEASUREMENT	<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>PMG GUIDE: SATISFACTORY: All planned operations and events are delivered CLOSE MONITORING: 90% - 99% of operations and events are delivered REQUIRES ACTION: 89% or less operations and events are delivered</p>			
ASSESSMENT	Qtr 1 STABLE	Qtr 2 STABLE	Qtr 3 STABLE	
<p>For the months of October, November and December 2015 – all tasked operations were completed. Over the course of the 3rd quarter:</p> <p><u>Op Atrium</u> A total of 231 FPN's were issued during this operation. Of that number 164 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><u>Capital Cycle Safe</u> 33 Capital Cycle Safe tickets were issued.</p> <p><u>Op Regina</u> Uniform Policing have stopped a total of 1148 PHVs and 588 Hackney Carriages to check license details. Support Group has been maintaining high profile presence in night time venues. Over 10,000 leaflets were distributed over this quarter.</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 3rd quarter, over 300 educational leaflets were distributed and 33 Capital City Safe tickets were 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	3	2	*	*				25

*The data is based on the Live CRS system as of 30/10/15. The system has now changed and is delivered by the College of Policing. At the time this report was being prepared, the Force’s PIU unit was still waiting to be granted access to the system. Local data records that there were no fatalities during November and December and 3 seriously injured during each month.

Measure 4	The number of disposals from manned enforcement activities		
AIM/RATIONALE	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.		
DEFINITIONS	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		
MEASUREMENT	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. GUIDE: IMPROVING: An increasing monthly trend of overall disposals STABLE: A consistent trend within the usual monthly range DETERIORATING: Reducing monthly trend of overall disposals		
ASSESSMENT	Qtr 1 STABLE	Qtr 2 IMPROVING	Qtr 3 STABLE
<p>Op Ignition is a long term operation targeting non compliant Commercial Vehicles. During October, 232 vehicles were stopped – 59% of which had committed offences. During November, 131 vehicles were stopped – 64% of which had committed offences. During December, 105 vehicles were stopped - 75% of which had committed offences.</p> <p>Performance for the second quarter shows an improving trend of overall stops.</p> <p>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.</p>			

20 MPH	Jan 2015	Feb 2015	Mar 2015	April 2015	May 2015	June 2015	July 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015
TORs	15	39	53	20	82	32	27	43	59	24	95	15
FPNs	7	13	15	3	26	3	3	12	10	6	21	3
Summons	5	18	16	4	14	8	6	14	9	9	12	8
Total	27	70	84	27	122	43	36	69	78	39	128	26

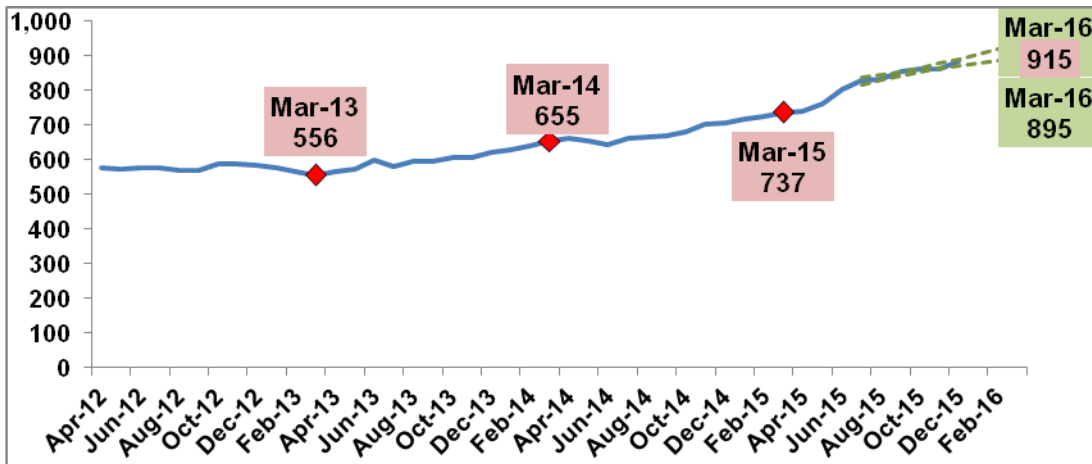
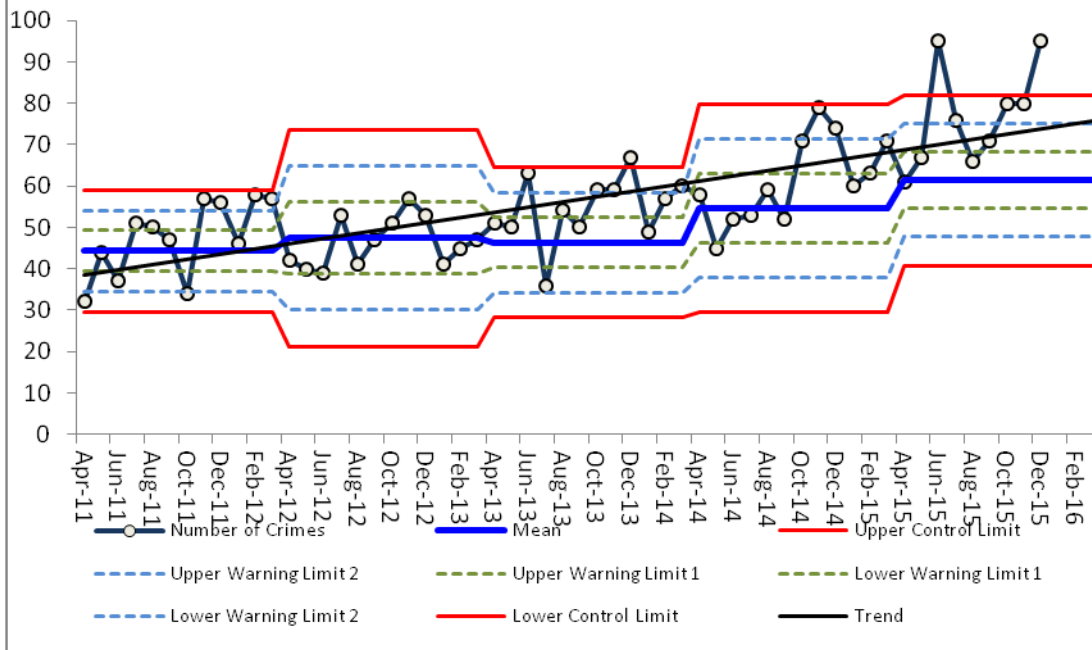
Mobile Phones	Jan 2015	Feb 2015	Mar 2015	April 2015	May 2015	June 2015	July 2015	Aug 2015	Sep 2015			
TORs	6	3	10	6	5	8	23	14	16	10	11	17
FPNs	18	15	14	13	10	12	15	21	14	15	9	8
Summons	1	0	7	4	0	2	0	0	0	0	0	1
Total	25	18	31	23	15	22	38	35	30	25	20	26

Overall total	52	88	115	50	137	65	74	104	108	64	148	52
Quarterly totals	255			252			286			264		

There is no discernible monthly trend when looking at the individual categories, however, amalgamating the totals into quarterly totals indicates a steadily declining trend.

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. GUIDE: 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	Qtr 3 IMPROVING																					
	<table border="1"> <thead> <tr> <th>Event</th> <th>Date</th> <th>Satisfaction rate</th> <th>TREND</th> </tr> </thead> <tbody> <tr> <td>The People’s Assembly Protest</td> <td>June 2015</td> <td>93.86%</td> <td>STABLE</td> </tr> <tr> <td>200th Anniversary of Waterloo</td> <td>June 2015</td> <td>N/A</td> <td>NA</td> </tr> <tr> <td>Lord Mayor’s Show</td> <td>November 2015</td> <td>95%</td> <td>STABLE</td> </tr> </tbody> </table>				Event	Date	Satisfaction rate	TREND	The People’s Assembly Protest	June 2015	93.86%	STABLE	200 th Anniversary of Waterloo	June 2015	N/A	NA	Lord Mayor’s Show	November 2015	95%	STABLE				
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Overall Satisfaction rate	94.5%	2015/16 YTD average	94.5%																					
	18/06/15 the Battle of Waterloo 200 year anniversary.																							

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												
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	“Victim-based violent crime” comprises homicide, violence with injury, violence without injury and sexual offences. “Systemic increase” is one that is 6 consecutive increases above the mean or 4 consecutive increases above a tolerance level											
MEASUREMENT	PMG will receive data around current levels of victim-based violent crime, trend information and analysis. Note: w.e.f. 1 st 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. GUIDE: IMPROVING: Reducing trend of victim-based violent crime or within STABLE: Level of crime within statistical tolerance levels (as indicated monthly on performance charts) DETERIORATING: Unstable trends or systemic increase in levels of violent crime											
ASSESSMENT	Qtr 1 DETERIORATING			Qtr 2 DETERIORATING			Qtr 3 DETERIORATING					
Victim Based Violence	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2014-15	57	46	52	54	59	52	75	78	77	62	68	70
2015-16	61	67	95	75	66	70	81	79	95			
Change (month)	4	21	43	21	7	18	6	1	18			
	7.0%	45.7%	82.7%	38.9%	11.9%	34.6%	8.0%	1.3%	23.4%			
2014-15 (YTD)	57	103	155	209	268	320	395	473	550	612	680	750
2015-16 (YTD)	61	128	223	298	364	434	515	594	689			
Change (YTD)	4	25	68	89	96	114	120	121	139			
	7.0%	24.4%	43.9%	42.6%	35.8%	35.6%	30.4%	25.6%	25.3%			
Prediction 15/16 FY end	841	848	911	975	990	1005	966	915	915			



FORECASTING TABLES

Annual Totals	Crimes	% Change
2010-11	532	
2011-12	569	7.0%
2012-13	556	-2.3%
2013-14	655	17.8%
2014-15	737	12.5%
2015-16 (est)	915	24.2%

Finalised Total	Crimes	% Change
2014-15	750	22.0%

The forecasts are based on the last six values of the twelve-month rolling total. The tables below combine known results and forecasts to estimate the position at each quarter end.

Forecast by Quarter	2014/15	2015/16	% Change
Apr-Jun	155	223	+ 43.9%
Apr-Sep	319	436	+ 36.7%
Apr-Dec	543	691	+ 27.3%
Apr-Mar	737	915	+ 24.1%

Context: December 2015 recorded 95 Victim Based Violence offences compared to 79 offences in November 2015 and 77 in December 2014. These increased numbers of offences are consistent with the increasing Violent Crime trend taking place in the City since October 2014. This current increase can be predominantly attributed to an increase in Violence with Injury offences over the Christmas period. If this upward trend continues, then January 2016 will potentially record Violent Crime figures above 60 offences (January 2015 recorded 60 offences). As per usual trend, almost (60%, 59/95) of reported Violent Crime has occurred during the Night Time Economy (NTE) hours.

The latest ONS release (January 21st) mirrors the City's current trend. Nationally there was a 27% rise in violence against the person (offences up to Sept 2015), which was largely driven by increases in the violence without injury sub-category, showing a 37% increase).

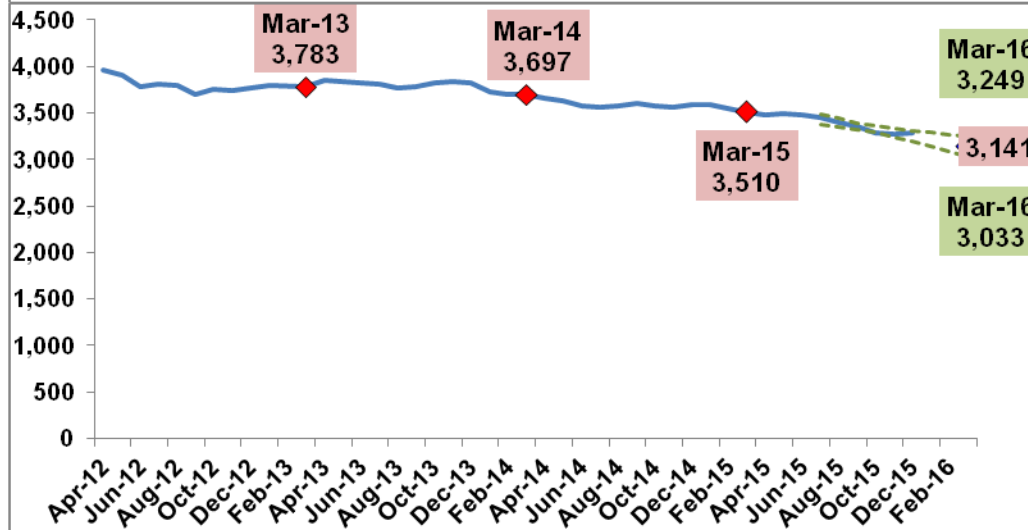
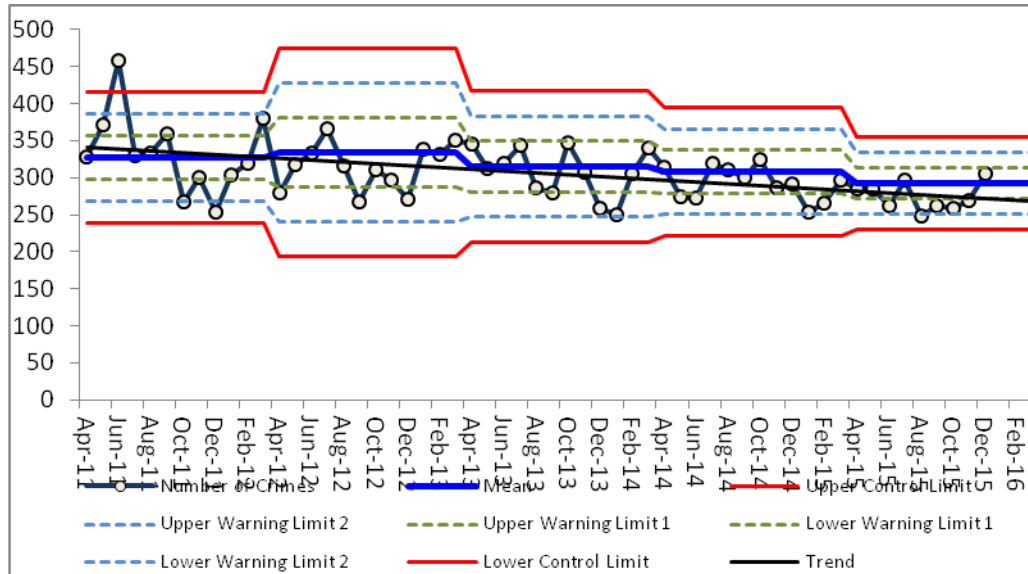
Violence with Injury. Upward Trend. This offence type is showing the most significant increase. 42 offences recorded in December 2015 compared to 28 in November 2015. However, the figure of 42 reported Violence with Injury offences are parallel to 2014 figures where 45 offences were reported. Of the 42 Violence with Injury offences reported this month, 32 occurred in the NTE. Almost half of these offences in the NTE were directly linked to Licensed Premises, but it is anticipated that most can be attributed to alcohol and/or drugs.

Violence without Injury. Stable Trend. December 2015 showed 47 offences for this category which is similar to the previous month where 49 were reported. However, last December 2014, there were only 28 offences reported. Since January 2015 this category of offences have not seen a significant increase per month in comparison to 2014 figures, however, figures are still increasing nonetheless. The current figure of 47 can be attributed to Common Assaults (only slightly more during NTE than Day Time Economy DTE) and Harassments (mainly DTE).

Sexual Offences. Upward Trend. There were 5 offences reported in this category (3 Sexual Offences; 2 Rape) which is an increase on a total of 3 in November 2015 and an increase of four offences from December 2014.

Historically Week 44/45 in the previous 3 Financial Years has shown a spike in Violent Crime. Research carried out by FIB looking at various causes has concluded that this spike is due to increased drinking caused by announcement of financial institutions bonus for staff. Week 44 this year falls on W/C 01/02/2016 and week 45 commences 09/02/2016. The key dates for Thursday and Friday during these two weeks will be the Thursdays/Fridays of 4th, 5th, 11th and 12th of February 2016. An updated profile has been compiled by FIB to aid decision making

Measure 7	Levels of victim-based acquisitive 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 acquisitive crime efficiently and effectively. Victim based acquisitive crime represents the Force's largest volume crime area.											
DEFINITIONS	<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>											
MEASUREMENT	<p>Assessment is based on current levels of victim-based acquisitive crime, trend information and analysis.</p> <p>GUIDE: IMPROVING: Reducing trend of victim-based acquisitive crime or within STABLE: Level of crime within statistical tolerance levels (as indicated monthly on performance charts) DETERIORATING: Unstable trends or systemic increase in levels of acquisitive crime</p>											
ASSESSMENT	QTR 1 STABLE			QTR 2 STABLE/IMPROVING			QTR 2 STABLE/IMPROVING					
Victim Based Acquisitive Crime	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2014-15	314	275	272	319	312	302	325	287	297	262	271	299
2015-16	285	284	262	297	248	262	258	274	302			
Change (month)	-29	9	-10	-22	-64	-40	-67	-13	5			
	-9.2%	3.3%	-3.7%	-6.9%	-20.5%	-13.2%	-20.6%	-4.5%	1.7%			
2014-15 (YTD)	314	589	861	1180	1492	1794	2119	2406	2703	2965	3236	3535
2015-16 (YTD)	285	569	831	1128	1376	1638	1896	2170	2472			
Change (YTD)	-29	-20	-30	-52	-116	-156	-223	-236	-231			
	-9.2%	-3.4%	-3.5%	-4.4%	-7.8%	-8.7%	-10.5%	-9.8%	-8.5%			
Prediction 15/16 FY end	3386	3341	3403	3433	3376	3256	3130	3087	3141			



FORECASTING TABLES

Annual Totals	Crimes	% Change
2010-11	3,933	
2011-12	4,005	1.8%
2012-13	3,783	-5.5%
2013-14	3,697	-2.3%
2014-15	3,510	-5.1%
2015-16 (est)	3,141	-10.5%

Finalised Total	Crimes	% Change
2014-15	3535	-11.1%

The forecasts are based on the last six values of the twelve-month rolling total. The tables below combine known results and forecasts to estimate the position at each quarter end.

Forecast by Quarter	2014/15	2015/16	% Change
Apr-Jun	861	831	- 3.5%
Apr-Sep	1,791	1,638	- 8.5%
Apr-Dec	2,695	2,472	- 8.3%
Apr-Mar	3,510	3,141	- 10.5%

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. GUIDE: IMPROVING: Reducing trend in levels of antisocial behaviour incidents (as indicated monthly on performance charts) STABLE: Level of ASB within statistical tolerance levels (as indicated monthly on performance charts) DETERIORATING: Systemic increase in levels of antisocial behaviour incidents											
ASSESSMENT	QTR 1 IMPROVING			QTR 2 IMPROVING			QTR 3 IMPROVING					
	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR
2013-2014	<i>Satisfaction levels were reported for 2013/14 but not numbers of incidents</i>											
2014-2015	85	115	95	102	83	78	97	91	88	106	89	100
2015-2016	65	72	84	81	93	65	75	62	65			
April 2014 – December 2014: 834 April 2015 – December 2015: 662												
<u>ASB Overview</u>												
Rowdy or Inconsiderate Behaviour accounted for 19 CADS in December 2015, this is 6 more than in November 2015 when there were 13 recorded. This figure is similar to the total seen in September when there were 15.												
Begging/Vagrancy accounted for 26 CADS in this period. In the previous 3 months the total has been between 31 and 32 respectively, suggesting the total this month is slightly lower than normal.												
Noise CADS accounted for 6 CADS during December, an increase of 1 from November 2015.												
35% of the ASB CADS were generated during the NTE hours of 2000-0600.												

MEASURE 9	The percentage of victims of fraud investigated by the Economic Crime Directorate who are satisfied with the service provided			
AIM/RATIONALE	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.			
DEFINITIONS	<p>"Investigation": - This is all Unifi crime records classified as "Fraud Investigations – Substantive offences recorded in Action Fraud" allocated to ECD Operational Teams</p> <p>"Victim" – 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>			
MEASUREMENT	<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>GUIDE: 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>IMPROVING: Increasing levels of satisfaction compared to previous quarter</p> <p>STABLE: Within a 70-80% range</p> <p>DETERIORATING: Reducing satisfaction levels or less than the 2014-15 average of 65%</p>			
ASSESSMENT	QTR 1: DETERIORATING	QTR 2: STABLE/ IMPROVING	QTR 3: IMPROVING	
Measure is reported quarterly				
	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Number of invitations sent to victims to participate	103	N/K	N/A	
Number of victims completing survey	47	25	27	
Overall satisfaction with initial contact. (Valid responses)	72% (33/46)	76% (19/25)	67% (18/27)	
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)	84% (22/26)	
Level of satisfaction in outcome of investigation. (Valid responses)	63% (17/27)	75% (15/20)	71% (10/14)	
Cumulative overall satisfaction taking the whole experience into account.	70% (33/47)	74% (54/73)	78% (76/98)	
2014/15 AVERAGE: 65% (introduced in 2014/15 therefore no 2013/15 levels available)				
Respondents to the victim survey registered 84% overall satisfaction with service from ECD officers taking the whole experience into account. This measure is therefore performing satisfactorily. The Q3 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 Q3 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.

MEASURE 10	To ensure City Fraud Crime, investigated by ECD results in a positive action whether through offender disposal, prevention or disruption			
AIM/RATIONALE	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.			
DEFINITIONS	<p>“City Fraud Crime” includes all ECD Fraud investigations into fraud or fraud related offences occurring within the City of London. “Point of outcome” is defined as when there is an offender disposal or when the crime is closed and categorised in accordance with the HO crime outcomes. “Positive action” is defined as follows:</p> <ul style="list-style-type: none"> (1) When there is an offender disposal. (2) When there is a confirmed disruption of a technological or financial fraud enabler. (3) When the crime contributes to an ECD Fraud awareness/ prevention product. 			
MEASUREMENT	<p>Measurement will be based upon the number of City Fraud Crimes reaching the Point of outcome benefitting from positive action.</p> <p>PMG GUIDE: 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>			
ASSESSMENT	QTR 1 STABLE	QTR 2 STABLE	QTR 3 STABLE	

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	0	3	0			
Cumulative position of City Fraud Crimes reaching Point of outcome.	3	5	7	9	11	13	13	16	16			
Number of City Fraud Crimes reaching Point of outcome in month with offender disposal.	3	1	2	2	1	1	0	3	0			
Number of City Fraud Crimes reaching point of outcome in month where Fraud enabler disrupted.	0	1	0	0	1	1	0	0	0			
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	0	0	0			
Cumulative position of City Fraud Crimes reaching point of outcome resulted with Positive action	3	5	7	9	11	13	13	16	16			

During the data collection period, the ECD operational teams closed 48 Unifi crime records; none of these crimes were constituted as City Fraud Crimes. The 48 identified UNIFI crime records were excluded from this measure for the following reasons:

Number of crimes	Reason for exclusion from measure.
40	Investigations were "within the Jurisdiction of the CCC" locus i.e. outside the City of London.
4	Investigations were "No crimed".
2	Investigations did not qualify for this measure due to the investigation type.
1	Investigation was linked to NLF funding stream grouping.
1	Investigation was subsequently transferred to a police force outside of the UK.

MEASURE 11	The attrition rate of crimes reported to Action Fraud			
AIM/RATIONALE	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.			
DEFINITIONS	<p>“Attrition rate”: - This describes the ratio of outcomes to the number of reports received by Action Fraud.</p> <p>“Disseminated reports”:- 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>“Outcome”:- 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>			
MEASUREMENT	<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>GUIDE: IMPROVING: Increasing % overall performance (outcomes to crimes committed) STABLE: Stable % of overall performance (or reducing for 1 quarter within a 20% tolerance) DETERIORATING: Decreasing systemic trend (consecutive quarter decreases)</p>			
ASSESSMENT	QTR 1 IMPROVING	QTR 2 IMPROVING	QTR 3 IMPROVING	

NOTE: This was a new measure in 2014/15, therefore no comparative data is available for 2013/14.

Full information on this measure is provided on the following page:

	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
Q3 2014/15	65,992	17,939	6,376	9.7%	35.5%	27.2%	10.4:1	2.8:1	3.7:1
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
Q3 2015/16	55,670	19,771	11,604	20.8%	58.7%	35.5%	4.7:1	1.7:1	2.8:1
YTD	175,825	37,969	15,429	12.8%	40.6%	31.6%	7.8:1	2.5:1	3.2:1

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The attrition rate of crimes reported to Action Fraud compared to outcomes reached in Q3 2015/16 was 20.8%. The attrition rate has consistently improved throughout 2015/16 in Q1 it was 11.2% and Q2 it was 14.7%. Comparatively the attrition rate of 2014/15 was 9.4%.

In Q3 the percentage of crime disseminations to UK police forces compared to the number of investigations resulting in an outcome was 58.7%.

MEASURE 12	The number of complaints against Action Fraud			
AIM/RATIONALE	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.			
DEFINITIONS	<p>“Overall number of Customer Complaints”: - 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>Types of complaints received:</p> <ul style="list-style-type: none"> (1) Lack of update – When the victim hasn’t been updated on the status of their report, (2) Dissatisfaction with a letter received – No satisfied with the content/tone of status update letters (3) Quality of communication with the contact centre – Poor standards of service (4) Dissatisfaction with a specific aspect of the action fraud process- such as the criteria used to determine whether a report qualifies as a report of fraud. 			
MEASUREMENT Page 83	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 GUIDE: IMPROVING: Reducing trend STABLE: increasing trend for 1 - 2 months DETERIORATING: Systemic increasing trend (3 consecutive monthly increases)			
ASSESSMENT	QTR 1 STABLE	QTR 2 DETERIORATING	QTR 3 IMPROVING	
<p>NOTE: The force hosted Action Fraud from 2014/15, therefore there is no data available for 2013/14</p> <p>Full information on this measure is provided on the following page:</p>				

AF complaints (received via PSD and MPs' letters)													
Months		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Complaints via PSD and MPs' letters	Complaints received 2014/15	7	10	15	21	21	23	28	33	24	20	24	15
	New complaints received 2015/16	13	16	16	18	26	38	21	38	18			
	Cumulative total complaints 2015/16	13	29	45	63	89	127	148	184	204			
	Complaints resolved.	12	11	11	31	10	34	31	36	27			
	Complaints outstanding	1	10	14	9	25	29	29	21	19			
New MPs' letters received		7	2	9	10	11	18	8	20	10			
Cumulative total MPs' Letters received		7	9	18	28	39	57	65	85	95			
MPs' letters resolved.		16	8	8	17	6	17	3	16	11			
MPs' letters outstanding		0	2	1	2	5	6	9	9	14			

18 complaints were received regarding Action Fraud via PSD and MP letters in December 2015. This is a decrease in complaints compared to November (38 complaints); the measure is now therefore satisfactory. The percentage of complaints compared to reports (both information and crime) in December is **0.07%**.

The complaints received were related to the issues highlighted in the table below. The main cause for complaint in December was a lack of updates on the victims' reported crime; this was the most common cause of complaint in November and October. Concentrix have not been set up to provide updates since they took over Action Fraud, hence the rise in this type of complaint. Updates are expected to be sent out in February, we therefore expect this type of complaint to begin decreasing over the coming months.

Category of complaint (Via PSD and MP letters).	Volume of complaints 2015/16		
	October	November	December
Lack of Investigation.	6	4	3
Lack of dissemination.	1	2	2
No update.	7	14	9
Longer than 28 days with no update.	4	6	0

Other.	3	10	4	
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MEASURE 13	Level of the National Lead Force's return on investment
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AIM/RATIONALE	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.
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DEFINITIONS	<p>"Return ": - The value of money saved by ECD activities</p> <p>"Investment ":- The total amount of money spent on ECD activities</p> <p>"Return on investment":- The amount of money saved by ECD for every pound of money spent</p>
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MEASUREMENT Page 85	<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"> 1. Projected monetary value of future fraud loss saved by disrupting technological enablers of crime 2. The pound value of criminal asset denial through to recovery 3. Projected pound value of future fraud loss saved by ECD Enforcement Cases <p>GUIDE: IMPROVING: Increasing value of ROI STABLE: Decreasing trend (within 20% tolerance) DTERIORATING: Systemic decreasing trend (consecutive quarterly decreases)</p>
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ASSESSMENT	QTR 1 IMPROVING	QTR 2 IMPROVING	QTR 3 IMPROVING	
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	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	£61.68	
Trend – Comparison to previous quarter	↑	↑	↑	

The ROI figure for Q3 is very similar to that identified in Q2. The savings proportion of the ROI has increased slightly whilst there has been minor decrease within the spend proportion. The slight increase in the saving proportion of the ROI can be in part attributed to an increase in the value of assets recovered within quarter 3 which was just over £4 million more than the previous quarter.

MEASURE 14	The value of fraud prevented through interventions											
AIM/RATIONALE	It will clearly demonstrate the outcome in financial terms the results across a broad range of operational activity aimed at tackling fraud.											
DEFINITIONS	An intervention is a disruption of a financial, technological or professional enabler of fraud. Each enabler has a defined, agreed value attached to it so there is consistency to ascribing values to the disruption of a particular enabler (e.g. taking down a website, telephone line or sham business or bank account).											
MEASUREMENT	<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>GUIDE: 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>IMPROVING: Increasing trend STABLE: Within 15% of the monthly average (£26m - £35m) REQUIRES ACTION: Systemic reducing trend or greater than 15% reduction to the monthly average</p>											
ASSESSMENT	QTR 1 IMPROVING			QTR 2 IMPROVING			QTR 3 IMPROVING					
	Apr 15	May 15	Jun 15	Jul 15	Aug 15	Sep 15	Oct 15	Nov 15	Dec 15	Jan 16	Feb 16	Mar 16
Total value of confirmed Fraud enabler disruptions	£33,421,826	£23,699,676	£36,113,674	£22,229,742	£35,248,266	£38,216,154	£39,582,028	£28,070,260	£30,336,018	£	£	£
Total value of confirmed Fraud enabler disruptions in 2014-15	£30,991,692	£35,711,128	£20,357,628	£43,080,848	£26,722,306	£26,401,424	£36,485,338	£20,796,164	£37,590,846	£	£	£
Cumulative 2014-15	£30,991,692	£66,702,820	£87,060,448	£130,141,296	£156,863,602	£183,265,026	£219,750,364	£240,546,528	£278,137,374	£	£	£
Cumulative 2015-16	£33,421,826	£57,121,502	£93,205,176	£115,434,918	£150,713,184	£188,929,338	£228,511,366	£256,581,626	£286,917,644	£	£	£
NOTE: Data for 2013/14 not available												
The total value of confirmed fraud enabler disruption in December 2015/16 was £30,336,018.00. This value was calculated from 33 website disruptions and 3,409 bank account disruptions. As December's value of confirmed fraud enabler disruptions falls within 15% of the monthly average (£26m - £35m) the measurement is assessed as satisfactory. It should further be noted that the total value of confirmed disruptions has increased by 8% from November to December 2015/16.												

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	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. GUIDE: Over the course of 2014-15 the Force achieved an average satisfaction level of 92% with little monthly variation.											
ASSESSMENT	QTR 1 STABLE			QTR 2 See commentary			QTR 3 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	30,312	27,813	27,281			
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	Not Available	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	Not Available	Not Available	Not Available			
Trend	→	→	→	→	N/A	N/A	N/A	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.

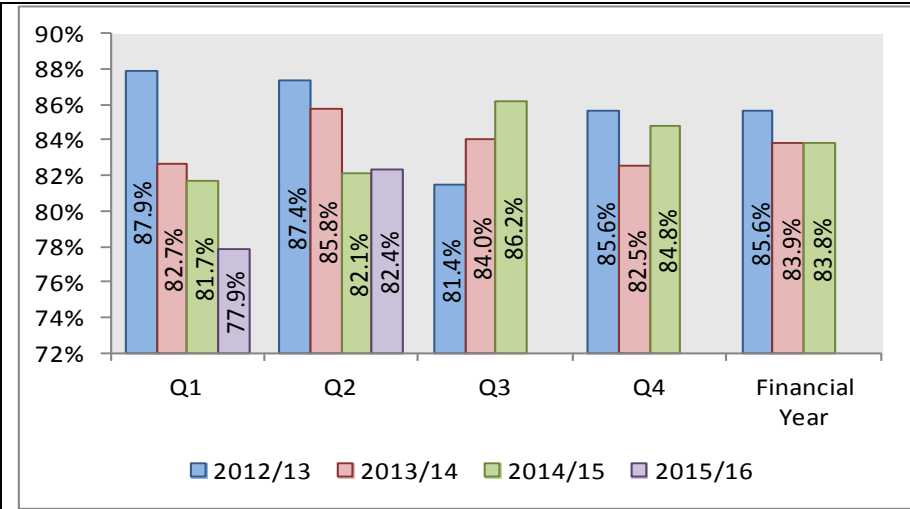
MEASURE 16	The level of Force compliance with requirements under the Strategic Policing Requirement				
AIM/RATIONALE	Along with its obligations to provide an efficient and effective policing service to the City of London, the Force has regional and national obligations to respond to the most serious 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	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 IMPROVING: 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 STABLE: Toolkits completed or up to 1 month overdue DETERIORATING: : Toolkits not complete and/or recommendations not implemented by due date				
DATA SOURCE	Strategic Development				
ASSESSMENT	<table border="1"> <tr> <td>QTR 1 STABLE</td> <td>QTR 2 STABLE</td> <td>QTR 3 STABLE</td> <td></td> </tr> </table>	QTR 1 STABLE	QTR 2 STABLE	QTR 3 STABLE	
QTR 1 STABLE	QTR 2 STABLE	QTR 3 STABLE			

Toolkits			HMIC Reports	
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)	Reviewed SATISFACTORY	SPR (City of London)	No separate recommendations made
Large Scale Cyber Incident	Current (review due January 2016)	Reviewed SATISFACTORY	Public Order	No separate recommendations made
Civil Emergencies	Current (review due September 2015)	Reviewed SATISFACTORY	Cyber Crime	No separate recommendations made
Public Order	Current (review due September 2015)	Reviewed SATISFACTORY		
Child Sexual Abuse	No toolkit yet produced	SATISFACTORY*		

NOTE: New measure for 2015/16 therefore no historical data for 2013/14 and 2014/15

*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).

MEASURE 17	Levels of satisfaction of victims of crime with the service provided by the city of London police.		
AIM/RATIONALE	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.		
DEFINITIONS	"Victim of crime" are victims of violent crime (except sexual offences), vehicle crime, acquisitive crime and criminal damage		
MEASUREMENT	<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>GUIDE: 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>IMPROVING: Increasing trend STABLE: 80% - 84% DETERIORATING: Less than 80% or reducing trend</p>		
ASSESSMENT	QTR 1 DETERIORATING	QTR 2 STABLE/IMPROVING	QTR 3 – See below



QTR 3 – third quarter data was not available in time to meet the Sub Committee’s deadline. Full details will appear in the Qtr 4 report; if the data is available in time for the meeting, it will be circulated as a note.

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)

MEASURE 18	The percentage of people surveyed who believe the police in the City of London are doing a good or excellent job
AIM/RATIONALE	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.
DEFINITIONS	NA
MEASUREMENT	<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>GUIDE: IMPROVING: Increasing trend STABLE: 85% - 90% DETERIORATING: Less than 85% or reducing trend</p> <p>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%.</p>
DATA SOURCE	Customer Satisfaction Survey
ASSESSMENT	DETERIORATING
<p>The survey was completed during November/December and had 371 respondents.</p> <p>The percentage of people surveyed who believed the police in the City of London are doing a good or excellent job was 80.19%. Of those that expressed a preference only 7.53% were dissatisfied with how the City of London is policed</p>	

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Agenda Item 8

Committee:	Date:
Performance and Resource Management sub (Police) Committee	24 February 2016
Subject:	Public
Internal Audit Update Report	
Report of:	For Information
Head of Internal Audit and Risk Management	

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 (CoLP) since the last report to the committee in December 2015.

Work on the 2015-16 planned internal audit plan, which includes eight full reviews and two grant claim verifications, is nearing completion. Since the last committee we have agreed to delete the IT Governance Arrangements review. This is due to the City of London Police no longer being responsible for the management of IT, which has been transferred to the central City of London IT team and an IT Contract Management review is scheduled in the corporate 2016-17 internal audit plan. The Action Awareness Team review has also been replaced with Use of Fuel Cards as a result of a management request. One report has been finalised since the last committee. This is in respect of a request from management to verify an EU Grant for the "Cross Border Bribery Task Force".

The Internal Audit Plan for 2016-17 has been approved by the Audit and Risk Management Committee and is included for comment and suggestions for any changes or additions to the proposed plan. There are seven full reviews of the City Police included within the plan.

Recommendation

- That this report is noted.

Internal Audit Work 2015-16 (Appendix 1)

1. Work on the 2015-16 planned internal audit work, which includes ten full reviews, is nearing completion. An additional grant claim verification has been completed at the request of management in respect of EU funding for the "Cross Border Bribery Task Force". Three reports have been finalised. Management comments are due in respect of two draft reports (Interim Follow Up of PBX Resilience and Disaster

Recovery, and Invoices on Hold). One further review has recently been completed to Draft Report stage on Police Supplies and Services. Fieldwork is being undertaken for the three remaining reviews (Use of Procurement Cards, Police Officer's Allowances and Ad Hoc Payments, and Use of Fuel Cards).

2. 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:

- Police Action Awareness Team has been replaced with Police Officers' Use of Fuel Cards.
- Police IT Governance and Oversight of Outsourcing has been deleted and will be replaced by corporate work on cyber security. The planned review of Police IT Governance and Oversight of Outsourcing has also been deleted. As a result of initial research, Internal Audit has established that responsibility for managing the Agilisys contract now lies centrally within the City of London IT team and at a high level with the Transition Board, which will cover CoLP specific requirements. A corporate review of the general contract management of Agilisys is scheduled early in next year's 2016-17 internal audit plan for the entire City of London.

EU Grant Verification "Cross Border Bribery Task Force"

3. Testing proved satisfactory with supporting evidence in place for all transactions verified. Adequate financial management was observed, ensuring that all transactions are correctly accounted for under the cost centre credited for this project. No recommendations were made.

Internal Audit Planned Work 2016-17

4. The draft Internal Audit Plan for 2016-17 and the three year strategy has now been approved by the Audit and Risk Management Committee. There are seven full reviews of the City Police included within the plan.

5. The detailed work plan for City Police audit reviews in 2016-17 is as follows:

Title of Review
Standard Operating Procedures
Budget Monitoring
International Fraud Academy
Community Consultation
Grants Audits
Governance Framework
Income Streams and Generation

6. The three year strategy 2016-17 to 2018-19 is as follows:

Audit Title	2016-17	2017-18	2018-19
Standard Operating Procedures	✓		
Budget Monitoring	✓		
International Fraud Academy	✓		
Community Consultation	✓		
Grant Audits	✓		
Governance Framework	✓		
Income Streams and Generation	✓		
IT Network Security		✓	
Technology Refresh Project		✓	
Business Continuity inc. IT		✓	
Demand Policing and Event Resourcing		✓	
Accommodation Review			✓

Corporate Reviews (Appendix 2)

7. Members have requested that they are kept informed of reviews undertaken by Internal Audit of a corporate nature, which demonstrate an overall level of audit coverage, given the limited level of resources available for City Police audit reviews. There are six Corporate reviews (Procurement, Petty Cash, Cash Income Collection and Banking, Expenses, Pre Contract Appraisals and Liquidations) included within the Internal Audit Plan 2015-16 which relate to the City Police. A further review within the Chamberlain's Internal Audit Plan reviews (Main Accounting System), also has a bearing on the Force's internal control environment. 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.

Conclusion

8. The 2015-16 audit plan is nearing completion and on schedule to be completed by 31 March 2016. A schedule of planned internal audit work for 2016-17 has been determined and agreed with City of London and City of London Police management, which is presented for comment.

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	19 November 2015 (Actual)	Final Report GREEN	-	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	19 November 2015 (Actual)	Final Report AMBER	-	3	1	4
<u>European Commission Grant Verification – Project Sandpiper</u> Requested verification of the European Commission grant claim in accordance with the requirements of the grant.	5 Taken from Contingency	31 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>European Commission Grant Verification – Cross Border Bribery Task Force</u> Requested verification of the European Commission grant claim in accordance with the requirements of the grant.	5 Taken from Contingency	31 December 2015 (Actual)	Final Report	n/a			
<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 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 March 2016	Not started				
<u>Police Supplies and Services & Third Party Payments</u> An extensive analysis of payments that are posted to supplies and services, and	30	31 December 2015	Draft Report (03/02/2016)				

Full Reviews				Recommendations			
Project	Planned Days	Planned Completion Date	Current Stage	Total Red	Total Amber	Total Green	Total
third party payments will be undertaken. Expenditure will be challenged on the basis of: need; alternative solutions; more efficient methods of procurement.							
<u>Police Action Awareness Team – To be replaced by Use of Fuel Cards</u> The activities of the Police Action Awareness Team will be reviewed and assurance provided on the usefulness of outcomes.	10	31 March 2016	Not started				
<u>Police Governance and Oversight of Outsourcing – To be deleted and replaced by corporate cyber crime work</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 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	6	31 December 2015	Draft Report (14/08/2015)				

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

¹ 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 st 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 st 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	26 January 2016	Final report AMBER	0	5	0	5
<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 st 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 st 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 st March 2016	Draft Report				

<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 st December 2015	Fieldwork				
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