



Performance and Resource Management Sub (Police) Committee

Date: WEDNESDAY, 7 SEPTEMBER 2016
Time: 11.30 am
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members: Deputy Douglas Barrow (Chairman)
Nicholas Bensted-Smith
Alderman Alison Gowman
Alderman Ian Luder
Kenneth Ludlam
Deputy Henry Pollard
Lucy Sandford
Deputy James Thomson

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**Lunch will be served in the Guildhall Club at 1pm
N.B. Part of this meeting could be the subject of audio or visual recording**

**John Barradell
Town Clerk and Chief Executive**

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**
To agree the public minutes and non-public summary of the meeting held on 31 May 2016.
For Decision
(Pages 1 - 6)
4. **OUTSTANDING REFERENCES**
Report of the Town Clerk
For Information
(Pages 7 - 8)
5. **INTERNAL AUDIT UPDATE REPORT**
Report of the Chamberlain.
For Information
(Pages 9 - 30)
6. **1ST QUARTER PERFORMANCE AGAINST MEASURES FOR 2016-17 AS SET OUT IN THE POLICING PLAN 2016-19**
Report of the Commissioner.
For Information
(Pages 31 - 68)
7. **HMIC INSPECTION UPDATE**
Report of the Commissioner.
For Information
(Pages 69 - 100)
8. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
9. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
10. **EXCLUSION OF THE PUBLIC**

MOTION - That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.
For Decision
11. **CITY OF LONDON POLICE WORKFORCE PLAN**
Report of the Commissioner (to follow).
For Information

12. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
13. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB-COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

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PERFORMANCE AND RESOURCE MANAGEMENT SUB (POLICE) COMMITTEE

Tuesday, 31 May 2016

Minutes of the meeting of the Performance and Resource Management Sub (Police) Committee held at the Guildhall EC2 at 11.30 am

Present

Members:

Deputy Douglas Barrow (Chairman)
Nicholas Bensted-Smith

Alderman Alison Gowman
Kenneth Ludlam

Officers:

Alex Orme	- Town Clerk's Department
Amanda Thompson	- Town Clerk's Department
Steve Telling	- Chamberlain
Hayley Williams	- Chief of Staff, City of London Police
Pat Stothard	- Head of Internal Audit and Risk Management
Alistair Sutherland	- Assistant Commissioner, City of London Police
Stuart Phoenix	- Head of Strategic Development, City of London Police
Connie Dale	- Chamberlain
Jeremy Mullins	- Chamberlain

1. **APOLOGIES**

Apologies for absence were received from Alderman Ian Luder and Deputy James Thomson.

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 24 February 2016 be approved.

4. **OUTSTANDING REFERENCES**

City of London Police Claims

The Chairman reported that although at the last meeting the Chamberlain had advised that a detailed response to this outstanding reference would be circulated within two weeks, he had met with officers who had taken him through the very complex documentation which he agreed should be held back and included in the full report which was now on the agenda.

The outstanding reference could now be taken off the list.

Policing Plan Measures 2016/2017

The Sub-Committee had previously asked for the inclusion of a measure for victims of anti-social behaviour however at the request of the Commissioner of Police and due to the very low number of incidents it was agreed that this should just be kept under review.

5. INTERNAL AUDIT UPDATE REPORT

The Sub-Committee received a report of the Chamberlain updating on the work of Internal Audit that had been undertaken for the CoLP since the last report in February 2016.

The Sub-Committee was informed that work on the CoLP 2015-16 planned internal audits was being completed; nine full reviews and one brought forward from 2014/15 had been completed to a minimum of draft report stage. Five audits were complete, two were at final report stage and three were at draft stage.

In response to a question concerning why there were still reports only in draft stage, the Chamberlain advised that there had been some delay in responses from the CoLP, however this issue was being addressed by ensuring that all draft report recipients were included within the exit meetings so that early “buy in” to recommendations could be achieved.

Members raised a number of questions in relation to the assurance opinion ratings, invoices on hold, disaster recovery, the allocation of planned audit days and the use of consultants.

In response to a question concerning whether or not the Governance Framework review completion date of 31 March 2017 could be brought forward, the Chamberlain advised that this could be looked into.

A Member commented that while the Schedule of Internal Audit Planned Work 2016-17 at Appendix 3 was useful, it would also be helpful to have a 3 year overview.

RESOLVED – That the report be noted.

6. INSURANCE CLAIMS AND COSTS

The Sub-Committee received a report of the Chamberlain providing additional information on insurance claims history and costs being borne by the CoLP budget which had been requested by the Sub-Committee at its meeting in December 2015.

The Sub-Committee was informed that based on the six year period 2010/11 to 2015/16 the trend in the annual costs of both liability and motor claims was downwards, as was the average annual charges made to the CoLP revenue budget for excesses and premiums.

For liability and motor claims there was a downward trend in the cost of claims when analysed by date of occurrence and date of notification. However in contrast the trend was upwards when costs were analysed solely by the annual payments made in each financial year.

RESOLVED – That the report be noted.

7. HMIC INSPECTION UPDATE

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

The Sub-Committee requested that in future the 'Summary' section of the report contain more detail and provide a short synopsis of the full report.

In response to a question asking if the targets were realistic the Commissioner reported that there would be an action plan for each recommendation with milestones for delivery.

The Sub-Committee advised that it needed assurance that things were being done rather than just an explanation of what needed to happen.

RESOLVED – That the report be noted.

8. 4TH QUARTER PERFORMANCE AGAINST MEASURES SET OUT IN THE POLICING PLAN 2015-18

The Sub-Committee received a report of the Commissioner of Police summarising Force performance against the measures in the Policing Plan 2015-18 for the period 1 April 2015 – 31 March 2016 and including a broad overview of wider Force performance.

The Sub-Committee suggested that an annual comparator would be helpful to give a better overall picture together, and a 3 yearly comparator would also enable trends to be identified where data is available.

RESOLVED – That the report be noted.

9. CITY OF LONDON POLICE RISK REGISTER

The Sub Committee received a report of the Commissioner of Police regarding the Force Strategic Risk Register which had been reviewed as part of the quarterly assurance process maintained within the CoLP.

The Commissioner reported that one new risk was included –

- Force Unable to dynamically respond to funding stream changes

And the following risks had been closed –

- Continued pressure on funding stream reducing overall budget
- Policy Approval and management process leaves Force open to potential litigation

RESOLVED – That the report be noted.

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

CoLP Website – Availability of Data

There was a question asking why the annual statistics on equalities were not available on the CoLP website and also that the website did not appear to be up to date.

The Commissioner reported that there had been a resource issue in the CoLP Communications team however there was currently a recruitment process underway to address the issue.

The Commissioner agreed to report back to the next meeting.

Increased Risk of Terror Threat – Recruitment of Additional Armed Officers

The Commissioner reported that an additional 10 armed officers would be joining the CoLP from other forces, the majority of whom would be in post by the end of June 2016.

The Chairman reported that the Metropolitan Police were trying to recruit an additional 600 armed officers which would impact on the CoLP's ability to recruit, especially as there was no additional pay for armed officers.

The Chairman asked if an update on the recruitment together with a presentation briefing on the current terrorist threat and the response plans in place could be reported to a future Police Committee.

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

Human Resources Monitoring Information

The Sub Committee received a report of the Commissioner of Police which set out the CoLP human resources monitoring data for the 12 month period 1 April 2015 – 31 March 2016.

The Sub Committee discussed recruitment and selection and noted that the CoLP had run 84 police officer campaigns which had included senior officer recruitment for Commander, Assistant Commissioner and Commissioner.

In response to a question concerning the decline of BME and female officers, the Commissioner advised that there was a comprehensive BME action plan in place which was aligned to the national requirements in Policing of increasing the numbers of BME staff. This also aimed to target underrepresented groups.

The Sub-Committee asked if comparators with other forces could be provided in future.

The Sub-Committee expressed concern at the number of resignations and transfers and noted that the majority of these were a result of the changes to pay as well as increased opportunities with the Metropolitan Police. It was suggested that some work on succession planning needed to be undertaken.

RESOLVED – That the report be noted.

12. 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.

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 urgent items of business.

The meeting closed at 12.45 pm

Chairman

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PERFORMANCE AND RESOURCE MANAGEMENT SUB (POLICE) COMMITTEE

OUTSTANDING REFERENCES

No.	Meeting Date & Reference	Action	Owner	Status
1.	24/2/2016 Minutes of previous meeting 8. Internal Audit Update	<u>Police Invoices on Hold</u> The HolA advised that he was awaiting confirmation regarding the implementation of recommendations and this would be confirmed following the meeting.	Head of Internal Audit	Complete - confirmation provided 15 June.
2.	24/2/2016 Item 5 Policing Plan Measures 2016-17 31/5/2016	The Sub-Committee also asked for the inclusion of a measure for victims of anti-social behaviour, and agreed to revisit and review the measure for Cybercrime after 6 months At the request of the Commissioner of Police and due to the very low number of ASB incidents it was agreed that a dip sample approach would be taken for victim satisfaction in relation to the measure for anti-social behaviour	Police Police	Ongoing - Outcome of review of effectiveness of the Cyber Crime measure will be due at October PMG and will report to the November Sub Complete - This has been completed in this quarter - see Appendix A (Measure 9) to the Force Performance Report
3.	31/5/2016 Item 5 Internal Audit Plan	<u>Planned Reviews</u> It was asked if the Governance Framework review completion date of 31 March 2017 could be brought forward. <u>Schedule of Planned Work</u> It was asked if the Schedule of Internal Audit Planned Work provided as an appendix could provide a 3 year (rather than 1 year) overview.	Head of Internal Audit Head of Internal Audit	Complete – now scheduled for completion by the end of 2016. Complete – 3 year overview included as part of appendix 3 to report.
4.	31/05/2016 Item 7 HMIC Inspection	The Sub-Committee requested that in future the 'Summary' section of the report contain more detail and provide a short	Police	Complete - This has been included in the HMIC update for this meeting and

	update	synopsis of the main report.		will be going forward.
5.	31/05/2016 Item 8 Q4 Policing plan performance	The Sub-Committee suggested that an annual comparator would be helpful to give a better overall picture together, and a 3 yearly comparator would also enable trends to be identified where data is available.	Police	Complete - these have been included where possible including trend data where available.
6.	31/05/2016 Item 10 Questions	<u>CoLP Communications team</u> Commissioner to report back on resourcing situation.	Police	Update -The Corporate Comms team has recruited 3 Members of staff since the last Sub Committee and the situation is improving, although these staff have only just taken up post.
		<u>Terror Threat – Recruitment of Additional Armed Officers</u> It was asked if an update on the recruitment together with a presentation briefing on the current terrorist threat and the response plans in place could be reported to a future Police Committee.	Police	Complete - A presentation is being given to the September meeting of the Police Committee.

Committee(s): Performance and Resources Sub (Police) Committee	Date(s): 7 September 2016
Subject: Internal Audit Update Report	Public
Report of: The Chamberlain	For Information
Report author: Pat Stothard, Head of Audit and Risk Management Jeremy Mullins, Audit Manager	

Summary

The purpose of this report is to provide the Committee with an update on the work of Internal Audit that has been undertaken for the City of London Police since the last report in May 2016.

Work on the City of London Police 2015-16 planned internal audits is completed; eight full reviews, one compliance review, and one brought forward from 2014/15 have been completed to final report stage. There were three 2015-16 audits which have been given a Red assurance level, one of which, Police Officers' Use of Fuel Cards, was issued since the last report in May 2016.

Internal audit undertook seven corporate reviews within 2015-16. Further corporate audit work since the last update has not resulted in recommendations that impact on the City Police.

Work is progressing on the 2016-17 planned internal audit work; there are seven full assurance audits included in the plan: one of these (CoLP Community Consultation) has been completed to Final Report Stage; and a further two audits have been completed to draft report stage.

A follow-up exercise has been undertaken which has identified that 13 recommendations have not been implemented in accordance with management agreement. The reasons for this have been obtained and include: inclusion in wider improvement programmes for IT; a review of how the CoLP vehicle fleet is organised; and reallocation of finance staff resources.

Recommendation

Members are asked to:

- Note the report.

Main Report

Internal Audit work 2015-16

1. There were a total of 112 audit days performed for the City Police during the financial year 2015-16. This included one audit which had been carried forward from 2014-15, as well as 2015-16 planned work (Appendix 1).
2. Nine full assurance audits and one compliance audit were undertaken during the year, and all have been completed to final stage. Internal audit work since May 2016 has resulted one Red assurance opinion ratings in respect of Police Officers' Use of Fuel Cards; one Amber assurance opinion rating was made in respect of Police Use of Procurement Cards; and one Green assurance for Police Ad Hoc Payments and Allowances.
3. There were a total of 35 recommendations made in the audits finalised for 2015-16 which have been analysed as follows:

Audit	Assurance Opinion	Recommendations			
		Red	Amber	Green	Total
Gifts and Hospitality	Amber	-	3	1	4
Interpreters Fees	Amber	-	1	1	2
Invoices on Hold	Red	3	1	-	4
Interim Follow Up of PBX Resilience and Disaster Recovery	Red	4	1	-	5
Police Supplies and Services & Third Party Payments	Red	1	2	3	6
Police Use of Procurement Cards	Amber	-	8	1	9
Police Officers' Use of Fuel Cards	Red	1	4	-	5
Total		9	20	6	35

4. All recommendations were agreed with Management. These recommendations are followed up in six to twelve months of issuing the final report, with the exception of audits with a Red assurance opinion, which are followed up as soon as the Red rated recommendations are due to be implemented. A follow-up exercise has been undertaken and the outcome is included within this report.
5. The following reviews have been finalised since the last update report to your committee in February 2016.

Internal Audit Plan 2015-16

Police Officers' Allowances and Ad Hoc Payments (Green Assurance Rating)

6. This audit concluded that, based on discussion and sample testing, there are satisfactory controls in place over the payment and application of allowances to police officers. Audit testing established that allowances paid to police officers are accurate and in accordance with the agreed conditions and entitlements in adherence to Police Regulations.

Police Use of Procurement Cards (Amber Assurance Rating)

7. This audit included compliance with written guidance and sample testing of procurement card (PCard) expenditure. The following areas for improvement were identified.
 - The policy does not protect CoLP from the opportunity of duplicate claims for expenditure via different methods of procurement.
 - A culture has developed whereby many purchases (approximately 40% of sample tested) may have been made on what could be described as a 'convenience' basis.
 - The PCard system itself was found to have a weakness in that there is no requirement for a business case to be submitted for a card to be issued.
 - Where Corporate contracts are in place for items, these should be used to ensure the best prices are obtained.
 - There were two incidents (out of our sample of ten) of paperwork not being submitted to Shared Services for processing.
 - From review of a sample of ten PCard transactions, in five cases Internal Audit was unable to validate that it was appropriate to make the purchase via the PCard system.

Police Officers' Use of Fuel Cards (Red Limited Assurance Rating)

8. Internal Audit has provided limited assurance on the use and administration of Fuel Cards based on the testing undertaken.
 - There was no evidence of any monitoring against this contract.
 - There is no review of the use of Fuel Cards in terms of number in circulation, compliance with the Standard Operating Procedure (SOP), or volumes of fuel purchased.
 - Whilst reports on card use are produced by the contractor AllStar Business Solutions, there is no evidence to suggest these are checked.
 - Transaction listings are provided on a monthly basis, but the checking of these by budget holders within the invoice centres is inconsistent.
 - The City of London Police do not have a facility to identify hire vehicles used at any one time and to filter this information to ensure vehicles that have been refuelled using a fuel card are on legitimate Force operations.

Corporate Reviews 2015-16

9. There were two corporate audits undertaken within the year 2015-16 which were reported to the May 2016 sub-committee, where recommendations have

an impact on the City Police. A schedule of all corporate reviews in the 2015-16 internal audit plan are contained in Appendix 2.

Internal Audit Plan 2016-17

10. One audit included within the 2016-17 internal audit plan has progressed to final report stage: Community Consultation. A further two audits have been progressed to draft report stage: Standard Operating Procedures; and the International Fraud Academy. A schedule of work and the planned date for completion is included within Appendix 3. In accordance with a Member’s request at the last sub-committee meeting, the three year audit strategy for the period 2016-17 to 2018-19 has also been included within Appendix 3.

Community Consultation (5 days) AMBER Assurance Rating

11. Based on the testing undertaken, Internal Audit have concluded that processes are generally sound to ensure the City of London community is consulted and their views included in the Policing Plan. One improvement has been identified which entails the documentation of the processes followed. This will ensure that any changes of staff or restructures within the Force do not result in a failure to comply with the Police Act.

Follow-up Exercise

12. A follow-up exercise for all audit recommendations which were agreed for implementation between six and twelve months has been undertaken. Details of the exercise are included within Appendix 4. There were 34 recommendations included within the exercise of which 21 have been implemented. Recommendations that have yet to be implemented are analysed below.

Audit Review	No. Recommendations Not Implemented			
	RED	AMBER	GREEN	TOTAL
Police Seized Goods (2013-14)	1	-	-	1
Police Defendants Accounts (2013-14)	-	1	-	1
Telecoms PBX Fraud (2014-15)	-	2	5	7
Gifts and Hospitality (2015-16)	-	1	-	1
Supplies and Services (2015-16)	1	-	2	3
Total	2	4	7	13

13. The following information was obtained for the 13 recommendations still to be implemented:

- **Police Seized Goods (2013-14)** Recommendation: Formal written guidance should be prepared for the recording and banking of income received from the disposal of property via auction. Management Response: a new cash management SOP is currently being finalised.
- **Police Defendants Accounts (2013-14)** Recommendation: The Head of Finance should perform a quarterly reconciliation of the suspense account. Management Response: Completion of work may slip beyond end of June 2016 to 30th September 2016 due to new financial priority activities allocated.

- **Telecoms PBX Fraud (2014-15)** Two Amber and Five Green Recommendations (see Appendix 4 for details) Management Response: It needs to establish whether these recommendations will form part of the IAAS programme as ICT informed the Commissioner in October 2015.
- **Gifts and Hospitality (2015-16)** Recommendation: Management should reinstate the regular reconciliation between the internal gifts and hospitality register and the information published on the CoLP. Management Response: Issues are being expanded into a wider overall integrity agenda and PSD are currently preparing a proposals report for consideration.
- **Supplies and Services (2015-16)** Recommendations: One Red and two Green rated recommendations (see Appendix 4 for details) Management Response: The force intends to outsource the supply of uniforms to a managed contract through the National (Police) Uniform managed service. Much of the expenditure identified within this Audit against these codes was due to miscoding and misuse of these subjective codes. The Fleet Manager is reviewing the current process of how the overall Fleet is utilised with CoLP.
- **Police Use of Fuel Cards (2015-16)** *Red Recommendation update. Not included within the follow-up exercise since the report was only issued in July 2016.* Recommendations: One Red and Four Amber. In respect of the Red rated recommendation, the CoLP Fleet Manager has confirmed that he is now monitoring the performance of the AllStar Ltd, fuel card contract in relation to the CoLP.

Conclusion

14. Work on the 2015-16 internal audit plan is fully completed. There were nine reviews included in the plan. Four reviews were given a RED limited assurance rating.
15. The 2016-17 internal audit plan is progressing, with one audit completed to final report stage; and the draft reports for two further reviews have also been issued.
16. A follow-up exercise has been undertaken and identified that 21 recommendations out of 34 reviewed have been implemented. The remaining 13 recommendations are subject to further work programmes currently taking place for IT, Fleet Management, and Finance Staff duties.

Appendices

- Appendix 1 – Schedule of Internal Audit Planned Work 2015-16
- Appendix 2 – Corporate Reviews – Schedule of Internal Audit Work 2015-16
- Appendix 3 – Schedule of Internal Audit Planned Work 2016-17 and Three Year Plan Strategy 2016-17 to 2018-19
- Appendix 4 - City Police Recommendation Follow- Up Schedule as at September 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	Assurance Rating	Total Red	Total Amber	Total Green	Total
<u>Gifts and Hospitality</u> At the request of Committee this review has been included. This review will look to ensure compliance with the Gifts, Hospitality and Conflicts of Interest policy.	6	31 st December 2015	Completed	Amber	-	3	1	4
<u>Interpreters Fees</u> This review was carried forward from the 2014-15 plan as review could not be accommodated until May 2015. This review is a spot check to determine whether a sample of claims has been paid in accordance with the correct scheme, for the correct amount and correctly checked and authorised.	5	31 st December 2015	Completed	Amber	-	1	1	2

Full Reviews					Recommendations			
Project	Planned Days	Planned Completion Date	Current Stage	Assurance Rating	Total Red	Total Amber	Total Green	Total
<u>Interim Follow Up of PBX Resilience and Disaster Recovery</u> A follow up review was requested by management of the PBX Resilience review due to the red assurance opinion and that the recommendations could not be fully implemented until December 2015. Consequently, the same was requested by the City of London Audit & Risk Management Committee of the Disaster Recovery review.	6	31 st January 2016 (Actual)	Completed	Red	4	1	-	5
<u>European Commission Grant Verification</u> Requested verification of the European Commission grant claim in accordance with the requirements of the grant.	5	31 st July 2015 (Actual)	Completed	Green	-	-	-	-
<u>EU Grant Funding – Cross Border Bribery Task Force</u> Requested verification of the European Commission grant claim in accordance with the requirements of the grant.	5	31 st December 2015 (Actual)	Completed	Green	-	-	-	-

Full Reviews	Planned Days	Planned Completion Date	Current Stage	Assurance Rating	Recommendations			
					Total Red	Total Amber	Total Green	Total
Project								
<u>Police Supplies and Services & Third Party Payments</u> An extensive analysis of payments that are posted to supplies and services, and third party payments will be undertaken. Expenditure will be challenged on the basis of: need; alternative solutions; more efficient methods of procurement.	30	29 th March 2016 (Actual)	Completed	Red	1	2	3	6
<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	4 th May 2016 (Actual)	Final Report	Green	0	0	0	0
<u>Police Use of Procurement Cards</u> Probity testing of a sample of transactions made by police officers utilising procurement cards.	20	14 th April 2016 (Actual)	Final Report	Amber	0	8	1	9

Full Reviews	Planned Days	Planned Completion Date	Current Stage	Assurance Rating	Recommendations			
					Total Red	Total Amber	Total Green	Total
Project								
<u>Police Officers' Use of Fuel Cards</u> Probity testing of a sample of transactions made by police officers utilising fuel cards.	20	6 th May 2016	Final Report	Red	1	4	0	5
<u>Expenses (including Travel Expenses)</u> Replaced with Procurement Cards	0	Deleted from plan			-	-	-	-
<u>Business Travel Scheme</u> Replaced with Procurement Cards	0	Deleted from plan			-	-	-	-
<u>Police IT Governance and Oversight of Outsourcing</u> Subject to Chamberlain's Dept. internal audit IT coverage. Replaced with European Union grant fund reviews	0	Deleted from plan						
<u>Police Action Awareness Team</u> Replaced with Fuel Cards	0	Carried forward to 2016-17						

Internal Audit – Corporate Reviews

2015-16 Schedule

Audit Review	Man Days	Assurance Rating	Progress	Recommendations (City Police Specific)			
				RED	AMBER	GREEN	TOTAL
Petty Cash	15	Amber	Completed	0	0	0	0
Cash Collection and Banking	20	Amber	Completed	0	0	0	0
Liquidations	15	Amber	Completed	0	1	0	1
Main Accounting	20	Green	Completed	0	0	1	1
Corporate Procurement	15	Green	Final Report	0	0	0	0
Expenses	15		Draft Report	-	-	-	-
Pre-Contract Appraisal	15	Green	Final Report	0	0	0	0

2016-17 Schedule

Audit Review	Man Days	Assurance Rating	Progress	Recommendations (City Police Specific)			
				RED	AMBER	GREEN	TOTAL
Emergency Planning	15	-	Not started	-	-	-	-
Project Management	20	-	Draft Report	-	-	-	-
Risk Management	10	-	Not started	-	-	-	-
Safeguarding	20	-	Planning	-	-	-	-
Follow-up	30	-	Fieldwork	-	-	-	-

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City Police - Schedule of Internal Audit Projects 2016-17

Full Reviews				Recommendations			
Project	Planned Days	Planned Completion Date	Current Stage	Total Red	Total Amber	Total Green	Total
<u>Standard Operating Procedures</u> The Force's process of ensuring that SOPs remain relevant and are reviewed and updated as necessary will be examined.	15	30 th September 2016	Draft Report				
<u>Budget Monitoring</u> The City Police's monitoring processes for ensuring that the overall budget is managed during the year.	20	31 st December 2016	Not started				
<u>International Fraud Academy</u> The financial performance of the Academy will be examined, together with the viability of the service comparing costs to income.	5	30 th September 2016	Draft Report				
<u>Community Consultation</u> The process for community consultation for input to the policing priorities will be reviewed.	5	22 nd August 2016 (Actual)	Final Report	0	1	0	1

Full Reviews				Recommendations			
Project	Planned Days	Planned Completion Date	Current Stage	Total Red	Total Amber	Total Green	Total
<u>Grants Audit</u> The Force's compliance with grant terms and conditions will be undertaken for certification purposes as and when requested.	5	31 st March 2017	Not Started				
<u>Governance Framework and Performance Measures</u> The Force's governance framework will be reviewed for effectiveness A sample of reported measures will also be compared for accuracy to supporting documentation.	15	31 st December 2016	Not started				
<u>Income Streams and Generation</u> The Force's approach to increasing sources of income and new streams will be examined.	20	31 st March 2017	Not started				

City Police - Internal Audit Three Year Plan Strategy 2016-17 to 2018-19

Audit	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			✓

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Internal Audit

City Police Recommendation Follow-up Schedule as at September 2016

Audit Review	Assurance Rating	Recommendations			
Police Seized Goods (2013-14)	RED	RED	AMBER	GREEN	TOTAL
		1	1	-	2
		Implemented			
1	0	-	1		
<p>One Amber Recommendation Outstanding:</p> <p>The Property and Records Manager should develop formal written guidance for the recording and banking of income received from the disposal of property (e.g. Seized, stolen, or lost items) via auction.</p> <p>Management Response as at July 2016:</p> <p>Outside of due deadline, but significant progress has now been made in addressing financial risk identified. Banking of foreign currency still to take place and new cash management SOP being finalised.</p>					

Audit Review	Assurance Rating	Recommendations			
Police Defendants' Bank Accounts (2013-14)	AMBER	RED	AMBER	GREEN	TOTAL
		-	6	1	7
		Implemented			
-	5	1	6		

One Amber Recommendation Outstanding:

The Head of Finance should perform a quarterly reconciliation of the suspense account (Defendants Bank A/C).

Management Response as at July 2016:

Outside of due deadline, but Financial Resources are now available and being applied to this activity. Completion of work may slip beyond end of June 2016 due to new financial priority activities allocated.

Audit Review	Assurance Rating	Recommendations			
Telecoms PBX Fraud (2014-15)	GREEN	RED	AMBER	GREEN	TOTAL
		-	2	5	7
		Implemented			
-	-	-	-		
Recommendations have not been implemented:					
<p>GREEN: 1. Consider if PBX fraud should be added to the Agilysis/CoLP ICT risk register.</p> <p>GREEN: 2 Consider the need and format of an asset register/inventory. In addition, it is assumed this will be needed by Agilysis.</p> <p>GREEN: 3 Consider the need along with content and format of documentation. This should meet CoLP standards.</p> <p>GREEN: 4 A check of what hardening of PBX software has occurred (and may need to occur) should be undertaken.</p> <p>GREEN: 5 It is beneficial to have regular consultation with the third party suppliers (i.e. Daisy and Mitel). Arrange for appropriate discussions and establish a scheduled basis for such (e.g. twice annually).</p> <p>AMBER 6: 6.1 Check the telecoms bill regularly including itemised calls, international calls and calls outside of business hours</p> <p>6.2. Ensure monitoring is occurring in all possible areas (e.g. CoLP IT team, Daisy)</p> <p>6.3. Ensure monitoring is followed by 'as soon as possible' alerts.</p> <p>6.4. The 'back stop' daily reports all calls in excess of an amount (e.g. £2) that occurred during 'out of hours' (17:00 to 08:00, plus all day Saturday and Sunday. This is a key detection mechanism and should be in operation).</p> <p>6.5. Formally establish the 'alert' procedure, for suspected fraudulent calls, provided by third parties and evaluate if this is adequate.</p> <p>AMBER: 7 Formally establish the 'alert' procedure, for suspected fraudulent calls, provided by third parties and evaluate if this is adequate. The Agilysis Unified Communications team comment on their CoL/Agilysis arrangements as follows, 'we have an agreed course of action which is</p> <ul style="list-style-type: none"> - Daisy monitor all lines for unusual call patterns and when their attention is drawn to a problem they notify the Daisy account managers who then make an attempt to contact the CoL telecoms team for a decision. - If the account managers are not successful in making contact with the team and if the problem still persists then they will make the proactive decision to block the calls. 					
Management Response as at July 2016:					
<p>Meeting held 25th April with CoLP IT Manager. He is currently investigating status of recommendations and needs to establish whether these will form part of the IAAS programme as ICT informed the Commissioner in October 2015.</p>					

Audit Review	Assurance Rating	Recommendations			
Telecoms PBX Resilience (2014-15)	RED	RED	AMBER	GREEN	TOTAL
		3	1	-	4
		Implemented			
		3	1	-	4
Audit Review	Assurance Rating	Recommendations			
Gifts and Hospitality (2015-16)	AMBER	RED	AMBER	GREEN	TOTAL
		-	3	1	4
		Implemented			
		-	2	1	3

One AMBER Recommendation has not been implemented:

Management should reinstate the regular reconciliation between the internal gifts and hospitality register and the information published on the CoLP website to ensure that the information published is as up-to-date as possible.

Management Response:

A meeting was held 3-5-16 between Strategic Development (SD), Performance Standards Division (PSD), and Information Management Services (IMS) to discuss issues revealed from the information gathering exercise, re use of database and publication of data. This was followed up by a further meeting between SD and PSD on 11-6-16. Issues are being expanded into a wider overall integrity agenda and PSD are currently preparing a proposals report for consideration.

Audit Review	Assurance Rating	Recommendations			
Supplies and Services, and Third Party Payments (2015-16)	RED	RED	AMBER	GREEN	TOTAL
		1	2	3	6
		Implemented			
		0	2	1	3

One RED and Two GREEN recommendations have not been implemented:

RED: 1. City of London Police with Corporate Procurement should formalise a strategy for all uniform spend.

GREEN: 2 Trends should be identified within the spend incurred for professional fees, for the current and past financial years, with a view to identifying further areas where value for money can be obtained. Where this is not possible, waivers should be put in place.

GREEN: 3 The Fleet Manager should consider how the barriers to increased access to fleet vehicles can be addressed by putting in place guidelines, which may cover where vehicles and keys should be located after use to facilitate access for the next user.

Management Response:

RED 1: The force intends to outsource the supply of uniforms to a managed contract through the National (Police) Uniform managed service. Initial meetings with the supplier have been held, and options should be ready for consideration by the force in June 2016. With completion by September 2016.

GREEN 2: Much of the expenditure identified within this Audit against these codes was due to mis-coding and mis-use of these subjective codes. Consultancy and professional fees categories can no longer be used from 1st April 2016 and expenditure cannot be coded against these subjective codes unless they meet the strict definitions according to CIPFA guidelines. Monitoring of compliance and outcomes of these changes will take place via CoLP Directorate Financial Business Partners.

GREEN 3: The Fleet Manager is reviewing the current process of how the overall Fleet is utilised with CoLP. Proposed options will be included within a review of the Fleet operations, due to be completed by May/June 2016.

Audit Review	Assurance Rating	Recommendations			
Invoices on Hold (2014-15)	RED	RED	AMBER	GREEN	TOTAL
		3	1	0	4
		Implemented			
3	1	0	4		

Committee(s): Police Performance and Resource Management Sub-Committee	Date: 7 th September 2016
Subject: 1 st Quarter Performance against measures for 2016 -17 as set out in the Policing Plan 2016-19	Public
Report of: Commissioner of Police Pol 34/16	For Information

Summary

1. This report summarises performance against the measures in the Policing Plan 2016-19 for the period 1st April 2016 to 30th June 2016.

Measure	TREND Qtr 2 15/16	TREND Qtr 3 15/16	TREND Qtr 4 15/16	TREND Qtr 1 16/17
1. The number of specific counter terrorism deployments tasked that are completed.	Stable	Stable	Stable Positive ¹	Stable
2. The percentage of those surveyed who are confident that the City of London is protected from terrorism	Improving	Deteriorating	Improving	Stable
3. The education and enforcement activities delivered to support the City of London Corporation's casualty reduction target	Stable	Stable	Stable Positive	Stable
4. The number of disposals from manned enforcement activities	Improving	Stable	Improving	Deteriorating
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	Improving	No survey in 4 th qtr	No survey in 1 st qtr
6. The level of victim-based violent crime	Deteriorating	Deteriorating	Deteriorating	Deteriorating
7. The level of victim-based acquisitive crime	Improving	Improving	Improving	Stable
8. The capacity and capability of the Force to deal with the threat posed by cyber crime	N/A	N/A	N/A	Stable
9. The level of antisocial behaviour incidents	Improving	Improving	Improving	Improving
10. The percentage of victims of fraud investigated by the Economic Crime Directorate who are satisfied with the service provided	Improving	Improving	Stable Negative	Improving
11. The number of City Fraud Crimes Investigated resulting in a positive action whether through offender disposal, prevention or disruption	Stable	Stable	Stable Positive	Stable
12. The value of fraud prevented through interventions	Improving	Improving	Improving	Improving
13. The attrition rate of crimes reported to Action Fraud	Improving	Improving	Stable Positive	Improving

¹ The 'Positive' and 'Negative' sub descriptors shown against the 'Stable' descriptors, give an indication of the quarterly direction of performance, which in these cases is not significant enough to qualify for 'Improving' or 'Deteriorating'. Members requested this at the last Sub Committee.

14.The number of complaints against Action Fraud	Deteriorating	Improving	Stable Negative	Stable Improving
15.Level of the National Lead Force’s return on investment	Improving	Improving	Deteriorating	Improving
16.The percentage of victims of fraud who are satisfied with the Action Fraud reporting service	Not available	Not available	Not available	Not available
17.The level of satisfaction of victims of crime with the service provided by the city of London police	Improving	Stable	Stable Positive	Stable Improving
18.The percentage of people surveyed who believe the police in the City of London are doing a good or excellent job	Results in Qtr 3	Deteriorating	Next survey not until Oct 2016	Next survey not until Oct 2016

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 2016-19 at the end of the 1st quarter 2016-17 financial year (1st April 2016 – 31st March 2017). All relevant performance information is contained within Appendix ‘A’.
2. For Performance Management Group, measures are graded around whether performance is ‘satisfactory’, ‘requires close monitoring’ or ‘requires action’. For reports to your Sub Committee, 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 is provided.
3. As previous performance reports, a broad overview of wider Force performance is also included for Members’ information. This covers the 2nd -4th quarters 2015-16.

Current Position

Overview of Force Performance

4. A comparison with the same period in Q1 2015-16 shows that between 1st April 2016 and 30th June 2016:
 - Total victim-based crime (which includes violence against the person, sexual offences, robbery, burglary, theft and criminal damage) stood at 1087 offences, compared to 1107 offences at the same the previous year, a decrease of 20 offences (-1.8% reduction).
 - Crimes against statute, which includes drugs offences, possession of weapons, public order offences and ‘miscellaneous crimes against

society'², remained static compared to 2015/16, having recorded 186 offences within each period.

- At the end of June 2016, the total notifiable crime was down by -2.3%, 30 fewer offences (1263 crimes compared to 1293 the previous year).
5. In addition to those items reported in previous reports to your Sub Committee, notable Force achievements and activities during the period 1st quarter 2016/17 include:
- Community Policing officers ran Op Fuze on Friday (8 April), targeting illegal street gamblers on Tower Bridge. Officers engaged with Tower Bridge security to identify offenders and record offences of illegal street gambling on CCTV. Armed with the necessary intelligence, Community Policing deployed with other teams and adjoining Boroughs in a plain clothes operation arresting all offenders.
 - A South Wales man was arrested by the Money Laundering Unit in possession of bankers' drafts worth £30 million in what is believed to be the biggest ever money seizure made by UK law enforcement.
 - Police Intellectual Property Crime Unit (PIPCU) was showcased to Chinese officials – coinciding with World Intellectual Property Day on 26 April. Head of PIPCU, travelled through China for five days to address officials from the Chinese government, law enforcement agencies, academia and businesses about the bespoke unit's work in tackling intellectual property crime. The visit was conducted alongside the Director of Copyright and Enforcement at the UK Intellectual Property Office (IPO)
 - The force's Money Laundering Unit seized \$22 million six weeks after arresting a City broker on suspicion of using the futures market to launder money from a Russian organised crime group. Detectives took possession of the four cheques under the Proceeds of Crime Act (POCA) from a clearing firm, located in the Square Mile, after the company closed down the suspect's five trading accounts. The arrest and money seizure are the result of a four month investigation by MLIU, working closely with Intercontinental Exchange Inc (ICE), into suspicious trading on the futures market.
 - A man from Beckenham, South London was jailed after he was stopped in his car by plain clothes officers in Long Lane as part of ongoing proactive drugs Operation Hydrogen, run by the Major Crime Team targeting the supply of class A drugs in the City. He was sentenced at the Old Bailey to four years' imprisonment after pleading guilty to possession with intent to supply class A drugs (cocaine).

² These crimes include prostitution, going equipped for stealing, perjury, perverting the course of justice, and possession of false documents, amongst others.

- Two bank insiders and a gang of money launderers behind a series of frauds totaling over £400,000 have been sentenced to a total of 17 years in prison, following a successful operation by the Dedicated Card and Payment Crime Unit (DCPCU).
- A man was convicted at the Old Bailey (29 June) of murder following an extensive investigation by City of London Police detectives. He was found guilty of the murder of Kabba Kamara, who died in December last year having been stabbed. The conviction came following a four-week trial.

Performance against measures

6. **Measure 4 – The number of disposals from manned enforcement activities.** The number of disposals within the first quarter has continued on a downward trend. This is due in part to the operational priorities of UPD who have focused on drug stops in June (which was the lowest month of the quarter) as well as Op Atrium³ not being held in June. Figures for the first quarter 2015/16 gave 1040 disposals compared to the same period this year which recorded 755 disposals.
7. **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.** The events earmarked for survey to report on this measure currently take place in September and November. As such this will not be reported on until the 3rd Quarter 2016/17.
8. **Measure 6 – The number of victim-based violent crimes.** This measure is shown as deteriorating despite a quarterly fall of 2.2%. This is only due to an exceptionally low crime recording month in June. April and May within this period continued to show the small rise in this crime type but this was offset by a fall of 20 crimes that were recorded in June compared to the same month last year. With only one month in the quarter showing a reduction the Force has retained the assessment of this measure as deteriorating reflecting the long term trend and to highlight the continued challenge it faces in tackling this area.
9. **Measure 16 - The percentage of victims of fraud who are satisfied with the Action Fraud reporting service.** As reported in the previous three reports to your Sub Committee, data for this measure has been affected by the company providing the reporting service (BSS) going into administration during the autumn of 2015. The replacement interim company, Concentrix, was not able to obtain this data and it was therefore necessary to suspend this measure for 2015/16 financial year, this measure has been carried over to the 2016/17 Policing Plan but as yet the new system has not been sufficiently implemented by the contractor to actually inform on this measure. An online satisfaction channel for this measure has collected data at 79.78% as an interim indicator of victim satisfaction.

³ This is the Operation targeting cyclists/ HGV awareness

- 10. Measure 18 - The percentage of people surveyed who believe the police in the City of London are doing a good or excellent job.** Only one annual perception survey is now completed, therefore the details that follow are as quarter 3 2015/16. The customer survey carried out in November/December 2016 had 371 respondents. 80.2% felt the Force is 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, 7.3% expressed dissatisfaction with how the City of London is policed. 12.5% of respondents expressed no opinion either way. The next perception survey will take place in late 2016 and is expected to be reported in November, an update on this measure will therefore be provided after this date as part of the quarter 3 overview.

Background Papers:

- **Appendix 'A' Performance Summary**

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APPENDIX A – PERFORMANCE SUMMARY FOR 1st APRIL – 30th JUNE 2016


Measure 1	The number 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)					
DATA SOURCES	UPD/I&I/Crime Directorate					
ASSESSMENT	Qtr 2 2015/16: STABLE	Qtr 3 2015/16: STABLE	Qtr 4 2015/16: STABLE	Qtr 1 2016/17: STABLE		
Main measure						
Current Threat Level: Severe						
Fortnightly period	Number of hours units deployed	Total number of officers deployed	Total of Hours	Number of Stop & Searches Completed	Number of Arrests	Number of Terrorism Act Offences
w/c 04/04	178.58	237	921.9	18	6	0
w/c 11/04	125.84	195	586.02	14	1	0
w/c 18/04	130.17	218	913.51	72	2	0
w/c 25/04	144	171	847	20	5	0
w/c 02/05	156	194	871	21	1	0
w/c 09/05	151.7	215	865.6	13	5	0
w/c 16/05	162.84	225	800.02	11	5	0
w/c 23/05	113.65	178	632.95	17	2	0
w/c 30/05	123.13	207	521.39	5	2	0
w/c 06/06	115.75	221	581.5	28	3	0
w/c 13/06	104.214	217	440.73	10	3	0
w/c 20/06	134.4	262	587.4	14	2	0

Note: this aspect of the measure is new and therefore it is not possible to supply historic comparative data., 2014/15 & 2015/16 data has been included for the supplementary information below.

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	46	43	37									
Percentage consider Force capable	97%	98%	97%									
2015/16 levels	100%	98%	98%	98%	n/a	95%	98%	85%	95%	n/a	97%	95%
2014/15 levels	99%	100%	96%	100%	98%	99%	99%	100%	98%	n/a	98%	98%
<hr/>												
Number Argus Attendees	136	131	96									
Percentage consider Force capable	100%	100%	100%									
2015/16 levels	100%	100%	100%	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%

Measure 2	The percentage of those surveyed who are confident 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	<p>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.</p> <p>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.</p>				
ASSESSMENT	Qtr 1: STABLE	Qtr 2	Qtr 3	Qtr 4	
	Do you feel reassured by the work done by the City of London Police to protect the City from terrorism?	Qtr 1	Qtr 2	Qtr 3	Qtr 4
	2016/17	88.6%			
	2015/16	-	-	-	90.4%
<p>The Quarter 1 respondents numbered 712. The question used to report this on this measure for 2016/17 differs so no direct comparison to previous data can be made, data for 2013-2016 is provided below for reference. The question asked within the current survey was asked within the 4th quarter 2015/16 where the Force achieved 90%. Therefore the Force is currently performing stable to the results of the previous quarter.</p>					
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%	68.3%	
2014/15	90%	85.7%	87.1%	80.6%	
2013/14	90.7%	84.5%	89.1%	88.5%	

Measure 3	The education and enforcement activities delivered to support 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. 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			
ASSESSMENT	Qtr 2 2015/16: STABLE	Qtr 3 2015/16: STABLE	Qtr 4 2015/16: STABLE	Qtr 1 2016/17: STABLE
April 2016				
<ul style="list-style-type: none"> Community Roadwatch - City Police and volunteers from the Corporation deploy once a week to monitor the 20mph speed limit. The volunteers are shown how to operate the speed gun and they detect offenders, write down registration details and a warning letter is sent to the registered keeper. This month 33 x 1st warning letters have been sent out. 				
May 2016				
<ul style="list-style-type: none"> Speed Campaign – 20mph zone, 45 x Traffic Offence Reports issued to drivers exceeding 20mph. 8 x EFPNs and 7 x process. Mobile Phones and Seat belt Campaign – Phones 70 x Traffic Offence Reports issued, 2 x Endorsable tickets issued. Seat Belts 47 TORs and 2 EFPNs Community Roadwatch - This month 20 x 1st warning letters have been sent out. 				
JUNE 2016				
<ul style="list-style-type: none"> Speed Campaign – 20mph Zone: 31 x Traffic Offence Reports issued, 11x Endorsable tickets issued. Seat Belts: 2 x Traffic Offences Reports Issued. Mobile Phones: 112 x Traffic offence reports issued and 11 Endorsable tickets issued. Transport and Highways Operations Group (THOG) officers currently have access to the driving school Mondeo and are detected more offences using the covert vehicle. Community Roadwatch - This month 20 x 1st warning letters have been sent out. 				

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
2014/15	5	9	5	6	3	4	4	4	8	3	5	1	57
2015/16	2	6	4	4	4	3	2	3	3	4	3	3	39
2016/17	3	4	3										10

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 2 2015/16: IMPROVING	Qtr 3 2015/16: DETERIORATING	Qtr 4 2015/16: IMPROVING	Qtr 1 2016/17: DETERIORATING
<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> <p>Please see table overleaf.</p>				

April 2015 - March 2016													
Month	April	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	TOTAL
Without due care and attention - TOR	8	1	2	8	10	5	5	3	9	15	7	10	83
Without due care and attention - EFPN	1	2	0	0	0	1	1	0	1	4	0	2	12
Without consideration to others - TOR	1	1	1	3	3	0	1	0	1	1	1	1	14
Without consideration to others - EFPN	0	0	0	0	0	0	0	0	0	0	1	0	1
Community Road Watch 1st warning letter sent for speeding in 20mph zone	0	0	0	0	0	0	0	0	0	28	73	72	173
Speed 20 - TOR	20	82	32	27	43	59	24	95	15	90	63	15	565
Speed 20 - EFPN	3	26	3	3	12	10	6	21	3	9	20	7	123
Speed 30 - TOR	34	6	2	0	0	0	0	0	0	0	0	0	42
Speed 30 - EFPN	12	7	2	4	0	0	0	0	0	0	0	0	25
Seatbelts - TOR	13	28	7	9	1	28	17	6	3	10	7	7	136
Seatbelts - Ticket	2	5	4	3	5	4	2	4	2	1	3	2	37
Mobile phones - TOR	6	6	8	23	14	16	10	11	17	14	9	14	148
Mobile phones - EFPN	14	11	12	15	21	14	15	9	8	11	12	13	155
Op Atrium	0	97	93	117	195	150	147	84	0	231	126	92	1332
Number attending Op Atrium Road Show	0	58	59	76	115	88	112	52	0	165	85	68	878
Safe Ride Safe Road	119	46	34	70	22	21	4	15	7	15	12	27	392
SRSR who completed the course	108	36	28	37	22	17	3	15	7	9	4	8	294
TOTAL	341	412	287	395	463	413	347	315	73	603	423	338	4410
Quarterly totals	1040			1271			735			1364			4410

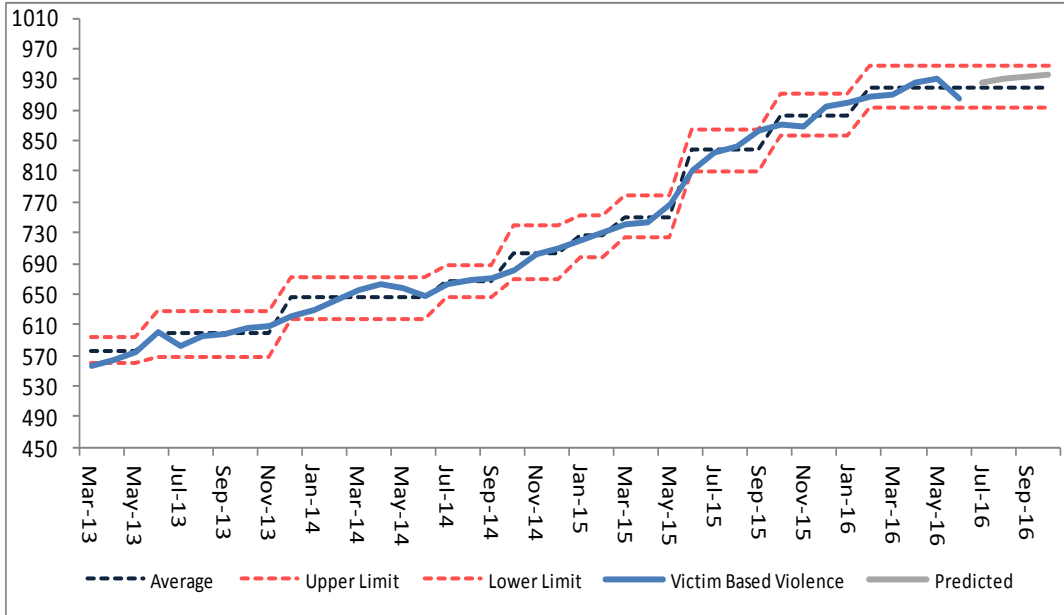
There is no discernible monthly trend when looking at the individual categories, however, amalgamating the totals into quarterly totals indicates a decline over the third quarter which was compensated over the fourth quarter, and which represented the most successful quarter of the financial year.

April 2016 - March 2017													
Month	April	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	TOTAL
Without due care and attention - TOR	17	12	18										
Without due care and attention - EFPN	0	1	0										
Without consideration to others - TOR	1	0	0										
Without consideration to others - EFPN	0	0	0										
Community Road Watch 1st warning letter sent for speeding in 20mph zone	31	20	20										
Speed 20 - TOR	104	45	31										
Speed 20 - EFPN	19	8	11										
Speed 30 - TOR	0	0	0										
Speed 30 - EFPN	0	0	0										
Seatbelts - TOR	13	13	2										
Seatbelts - Ticket	3	2	0										
Mobile phones - TOR	34	67	112										
Mobile phones - EFPN	10	2	11										
Op Atrium	65	67	0										
*Number attending Op Atrium Road Show	31	39	0										
Safe Ride Safe Road	4	6	6										
SRSR who completed the course	0	0	0										
TOTAL	301	243	211										755
Quarterly totals	755												755

*The Atrium roadshow attendance figures are not included in the total as it is an educational activity rather than an enforcement activity.

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 2 2015/16: STABLE	Qtr 3 2015/16: IMPROVING	Qtr 4 2015/16: STABLE	Qtr 1 2016/17: NO SURVEY																				
<table border="1"> <thead> <tr> <th>Event</th> <th>Date</th> <th>Satisfaction rate</th> <th>TREND</th> </tr> </thead> <tbody> <tr> <td>Police Memorial</td> <td>September 2016</td> <td></td> <td></td> </tr> <tr> <td>Lord Mayor’s Show</td> <td>November 2016</td> <td></td> <td></td> </tr> </tbody> </table>					Event	Date	Satisfaction rate	TREND	Police Memorial	September 2016			Lord Mayor’s Show	November 2016										
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		2016/17 average																						
There was no survey undertaken for the 1 st quarter 2016/17.																								

Measure 6	Levels of victim-based violent crime.												
AIM/RATIONALE	The aim of this measure is to provide the Force with sufficiently detailed information (intelligence and statistics) to allow it to manage its response to violent crime efficiently and effectively. Victim based violent crime is one of two categories of crime (the other being acquisitive crime) that constitutes the greatest volume of crime.												
DEFINITIONS	<p>“Victim-based violent crime” comprises homicide, violence with injury, violence without injury and sexual offences.</p> <p>“Systemic increase” is one that is 6 consecutive increases above the mean or 4 consecutive increases above a tolerance level</p>												
MEASUREMENT	<p>PMG will receive data around current levels of victim-based violent crime, trend information and analysis. Note: w.e.f. 1st April 2015, crimes under the Malicious Communications Act become notifiable and will be included within the violence without injury category. This will increase the levels of violent crime recorded. During 2014-15 there were 39 such crimes. Reporting performance for 2015-16 therefore will show levels including this category, and not including it so that a direct comparison can be made with the previous year.</p> <p>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</p>												
ASSESSMENT	Qtr 2 2015/16: DETERIORATING			Qtr 3 2015/16: DETERIORATING			Qtr 4 2015/16: DETERIORATING			Qtr 1 2016/17: DETERIORATING			
Monthly Totals	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	FYTD
2010-11	38	35	35	32	32	47	56	49	49	58	48	53	532
2011-12	32	44	37	51	50	47	34	57	56	46	58	57	569
2012-13	42	40	39	53	41	47	51	57	53	41	45	47	556
2013-14	51	50	63	36	54	50	59	59	67	49	57	60	655
2014-15	58	45	52	53	59	52	71	80	74	62	69	75	750
2015-16	61	67	96	76	67	72	79	77	100	63	74	74	906
2016-17	77	72	70										



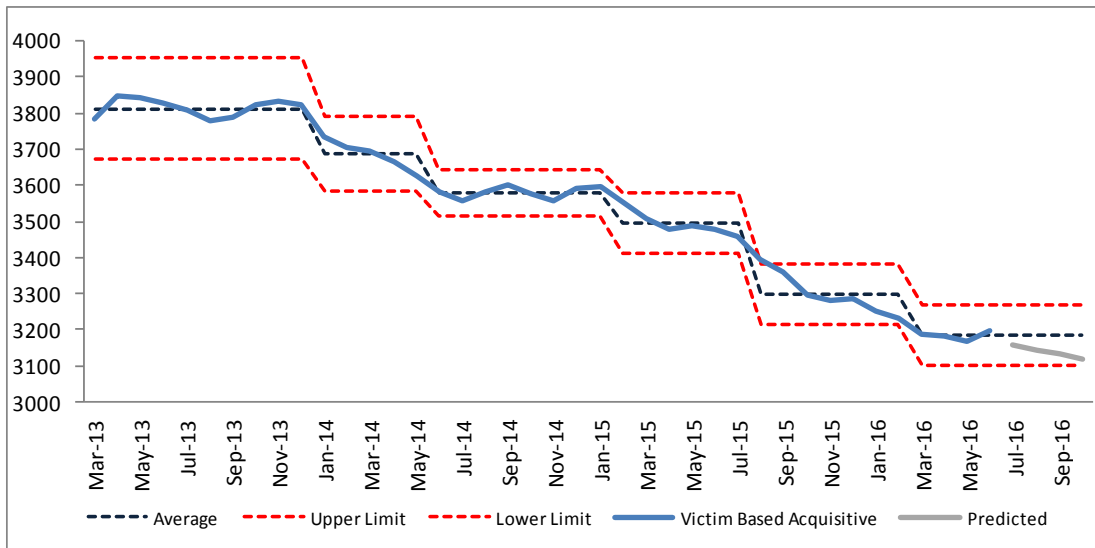
Based on reportable data during June 2016 there were 70 victim based violent crimes, (26 less than the same month last year).

FYTD stands at 219 crimes compared to 224 last year (-2.2%).

The FY end prediction is showing a monthly decrease and it now stand at 954 crimes.

Based on HO data as of May 16 Nationally violent crime is showing a 13.12%% increase while Westminster showing an increase of 4.22%.

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	"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 tolerance level												
MEASUREMENT	Assessment is based on current levels of victim-based acquisitive crime, trend information and analysis. 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												
ASSESSMENT	Qtr 2 2015/16: STABLE/IMPROVING				Qtr 3 2015/16: STABLE/IMPROVING				Qtr 4 2015/16: STABLE/IMPROVING			Qtr 1 2016/17: STABLE	
Monthly Totals	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD
2010-11	338	320	358	340	311	307	381	314	308	285	298	373	3,933
2011-12	328	372	459	329	334	359	268	300	253	304	319	380	4,005
2012-13	280	318	334	367	316	268	311	296	271	339	332	351	3,783
2013-14	345	313	319	344	287	279	347	308	258	250	306	341	3,697
2014-15	314	275	272	319	311	300	325	287	291	254	265	295	3,508
2015-16	285	285	263	297	248	264	261	272	301	215	245	258	3,194
2016-17	281	269	295										

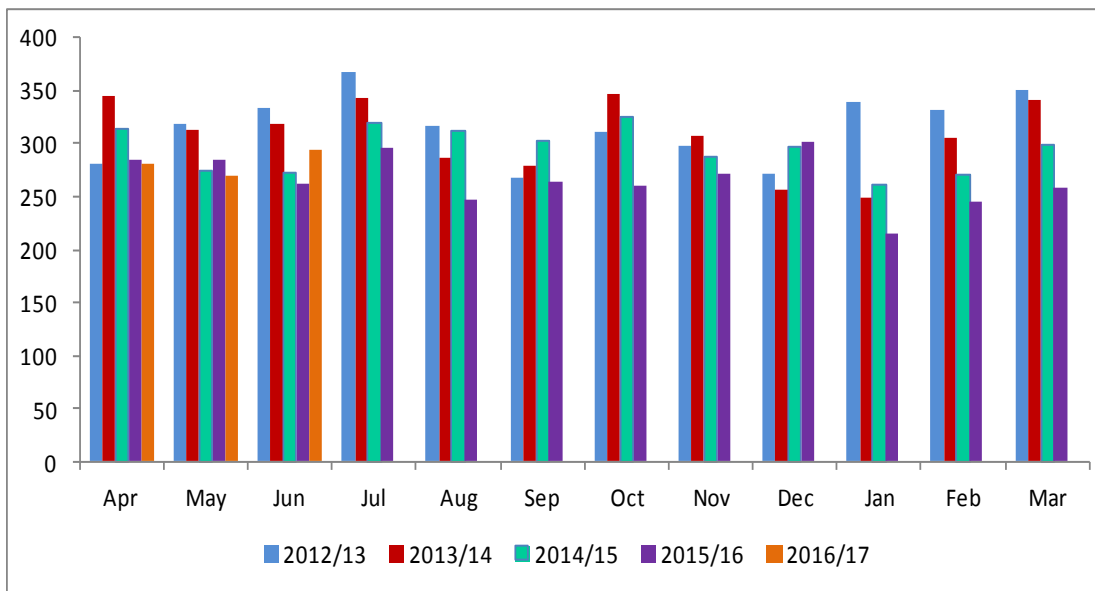


Based on reportable data during June 2016 there were 295 victim based acquisitive crimes, (32 more than the same month last year).

FYTD stands at 845 crimes compared to 833 last year (+1.4%).

Predictions based on the current 12 rolling month trend suggest the force will end the year with 3054 offences.

Based on HO data as of May 16 Nationally Acquisitive crime is showing a 4% reduction while Westminster showing a reduction of 6.76%.



Victim Based Acquisitive: 12 Crimes over when compared to the same period last year (based on finalised data):

- End of year prediction is 3054 Crimes (-4.4%).
- 295 Victim based Acquisitive crimes was recorded in June which is 32 more than last year.

Vehicle offences:

- CoLP year-end predictions is +57.8% (63) increase (this is due to the low number of crimes within this category compared to figures reported by other forces).
- Nationally year-end predictions is +2.7% increase
- Met year-end predictions is +3.5% increase

Measure 8	The capacity and capability of the Force to deal with the threat posed by cyber 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> <p>GUIDE: IMPROVING: The Force has the appropriate capability to effectively deal with the Cyber threat facing the City of London. STABLE: The Force has the appropriate capability to deal with the cyber threat facing the city of London, however aspects of this are still developing maturity within their use and roll out with partners. DETERIORATING: The Force does not have the appropriate capability to deal with the threat level.</p>			
ASSESSMENT	Qtr 1: STABLE	Qtr 2:	Qtr 3:	Qtr 4:
<p>This is a new measure for the 2016/17 Policing Plan reflecting the increased activity the Force is undertaking to manage the threat of Cyber crime facing the City. No direct comparison is possible with previous information and performance criteria.</p> <p><u>Mainstream Cyber Crime Training.</u></p> <p>There are currently 487 staff across the organisation who have received the College of Policing accredited programme of Mainstream Cyber Crime Training. There are additional courses scheduled every month until the end of the 16/17 period. This number includes staff from most relevant departments including support staff roles involved in the assessment of crime at point of receipt.</p> <p><u>Digital Media Investigators.</u></p> <p>There are 6 trained Digital Media Investigators (DMI’s) trained across the force.</p>				

Digital Media Investigators (DMI's) are Tactical Advisors to SIO's & IO's. They are trained and part of an ongoing CPD programme that maintains their knowledge and awareness of developing technological support that can be applied to serious and volume crime.

Fire Brand Training.

7 operational front line staff have attended the accredited 'Fire Brand' training.

This programme is considered to be advanced level training in relation to more complex cyber crime including network intrusion or hacking.

Operation FALCON – Regional Capability.

2 Detective Constables continue to be on funded secondment with the MPS Operation FALCON team. They are both located within the Enforcement area of the team. We have not been required to escalate any enquiries to the regional capability in Q1.

Crime Levels & Trends.

Within this crime year there have been the following flagged Cyber Crimes reported. *(Including Action Fraud referrals)*

April – 5 Crimes

May – 7 Crimes

June – 6 Crimes. *(of which 1 crime has been transferred to MPS)*

Of these crimes there are only two 'Pure Cyber' investigations, one a Distributed Denial of Service (DDoS) attack in which a demand for payment of Bitcoins was made. No DDoS attack was made. The second investigation is an offence under Computer Misuse Act where former employee has is alleged to have made unauthorised deletions of data.

8 are recorded as Harassment or Malicious Communications.

1 offence refers to Indecent Images of Children (IIOC)

Under Reporting.

Media coverage of Cyber Incidents continues to re-enforce belief that Cyber Crime is significantly under reported.

Measure 9	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	<p>Assessment of performance will be based on data around current levels of ASB, trend information and analysis.</p> <p>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</p>												
ASSESSMENT	Qtr 2 2015/16: IMPROVING			Qtr 3 2015/16: IMPROVING			Qtr 4 2015/16: IMPROVING			Qtr 1 2016/17: IMPROVING			
	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	
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	67	92	55	
2016-2017	79	51	65										
<p>April 2015 – June 2015: 221 April 2016 – June 2016: 195</p> <p>An operational summary for June is provided for reference below</p> <p>Operation Fennel - Operation Fennel continues to run with 2 PCSO's permanently tasked with this important work, but which is currently in the process of being phased out, after the introduction of Operation Alabama and the issuing of Community Protection Notices (CPNs).</p> <p>Operation Alabama - Operation Alabama has continued with positive results. Operation Alabama is a targeted intervention and enforcement strategy working in partnership with the Metropolitan Police in the use of CPNs. The operation utilises the powers under the Crime and Police Act 2014. In the last month the intervention team have issued 15 CPN warnings resulting in 3 arrests and summons for vagrancy offences. This brings the total number of CPN's issued to 189, with 19 arrests.</p>													

Operation Fuse –

Operation Fuse continues to run. This is a tri-borough multi agency approach to dealing with antisocial behaviour on the Bridges along the Thames. Officers have continued to conduct the operation with MPS and UKBA staff. During June 7 people were arrested, which resulted in 4 Criminal Behaviour Orders being issued. This has significantly reduced the number of calls to our bridges in response to complaints of illegal gamblers and illegal street traders.

Architectural Liaison Work –

Our architectural liaison officers have been working closely with new developments in the City of London. We have had 5 new referrals in the past month for current and forthcoming developments. This is extremely important work, which aims to build out crime. Our ALO has also been requested for 8 Crime Reduction Surveys from buildings.

Youth Engagement –

Our youth engagement team have been working with the local schools and youth groups busily planning for the summer engagement programs and also the new school term in September. Topics that have been developed have been Legal Highs and Child Sexual Exploitation, which will be delivered to all of our schools. The Cadets have been utilised recently on Operation Ice, providing members of the public with leaflets and advice on the use of mobile phones in public areas, how to keep safe etc.

DARE continues as a highly popular school programme within the City of London Schools. During June, we had 5 DARE graduation ceremonies, with 150 excited children. Our officers commit to 10, 1 hour lessons over the course of 10 weeks, educating the children on life-skills, drugs and alcohol awareness.

Operation Atmosphere –

Operation Atmosphere is an initiative run by Community Policing, with our crime prevention officers targeting the Top 10 shoplifting spots of the month. These stores get a visit from a crime prevention officer, who conducts a Crime Audit on the store, providing detailed advice on crime reduction methods. The officers then continue to follow up with the stores, working towards making the stores a hostile environment for shoplifters. The top 10 stores in June all received Crime Audits.

Operation Atrium –

Community Policing continue to support and assist the operation when run with road safety remaining a high priority.

Community Surgeries –

Community policing have been running more open air surgeries in order to capture a wider audience. These have been run at a number of locations around the City of London and have proved incredibly popular. A recent example was at Fortune Street Park Fair, utilising the cycle trained officers to do Cycle Marking and offer cycle ability training and officers and cadets providing advice and answering questions. More have already been planned for future events.

Prevent –

Our officers continue to provide support to Businesses, Local Authority and educational institutes in Prevent matters.

Operation Orders –

Our officers have assisted in a large number of functions providing Police presence, providing the guests and dignitaries with a positive image of the force.

Community Engagement –

At the core of our policing priorities, the department have dedicated a significant number of hours to engaging with the community we serve. Covering the estates and businesses we continue to develop our relationship with our “Everybody Stands Together” strapline.

ASB Victim Satisfaction

A Satisfaction Survey designed by Communities and Partnerships department has been used to obtain feedback regarding the Victim/Witnesses response to how Police dealt with the incidents, a dip sample of 17 CADs was chosen for the survey in this period (out of these 12 replied, 2 were not willing to participate and 3 did not reply). The questions used in the survey are as follows:

- How did you find our service?
- What went well?
- What did not go so well?
- How can we improve?
- On a scale of one to ten, how did you find our service?

Whilst carrying out the survey it was noted that common theme of comments in relation to Police response “How did you find our service?” where as follows:

- Quick efficient response from police service
- Residents also appreciated that police responded to incidents that were not perceived by residents to be Police concerns such as noise issues that had not been resolved by the local authority.

Common themes of answers in relation to “What went well?” were as follows;

- Police attended and gave feedback.
- Residents felt listened to.
- Issues resolved in a timely manner.
-

Common themes of answers in relation to “What did not go so well?” were as follows:

- Issues that have taken longer than an hour to resolve are seen as not a quick enough response.
- When the Metropolitan Police have responded due to the City of London Police having no officers available this is seen as a reduced level of service.
-

The feedback for the level of service satisfaction, 1 representing a poor service and 10 representing a positive experience, was as follows:

- A score of 10 was the most frequently occurring score.
- Scores ranged from 5 as the lowest and 10 as the highest.
- Average score for satisfaction was 8/10.
- As a percentage those that scored 6/10 or over from the residents surveyed was **91.66%**.

MEASURE 10	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. As well as fighting fraud the ECD 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> <p>"Point of Survey" - Victims are surveyed at the end of the investigation process, the investigation is considered closed when a disposal is made or when the case is put away with no further action.</p> <p>"Valid Responses" – Valid responses are responses that range from very satisfied to very dissatisfied. Non-valid responses, which include Don't Know or N/A are excluded.</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: During 15/16 the satisfaction level was 76%. Although this figure has increased further improvements can still be made to reach parity with other satisfaction figures.</p> <p>IMPROVING: Increasing % or within 10% of previous 15/16 average of overall victim satisfaction (Currently 70%).</p> <p>STABLE: Quarters data below the threshold of 15/16 average.</p> <p>DETERIORATING: Two consecutive quarters below threshold of the 15/16 average.</p>								
ASSESSMENT	Qtr 2 2015/16: STABLE/ IMPROVING		Qtr 3 2015/16: IMPROVING		Qtr 4 2015/16: STABLE		Qtr 1 2016/17: IMPROVING		
		15/16 Ave	Q1	Q2	Q3	Q4	16/17 YTD	15/16 YTD	YTD % Change
	Overall satisfaction with service from ECD officers taking the whole experience into account (Valid responses).	76%	100%				100%	70%	▲30%
	Level of satisfaction in outcome of investigation (Valid Responses)	70%	100%				100%	63%	▲37%
	Number of invitations sent to victims to participate.	67	TBC				TBC	103	-
	Number of victims completing survey.	30	10				10	47	▼78%
<p>2014/15 AVERAGE: 68% (introduced in 2014/15 therefore no 2013/15 levels available)</p> <p>2015/16 AVERAGE: 76%</p> <p>Analysis of trends and activity</p> <p>All respondents completing the survey stated 100% satisfaction with the service provided by officers from the Economic Crime Directorate, with 5 responding they were "Very satisfied" and 5 responding they were "Fairly satisfied". At the time of reporting only headline figures were available and further analysis of the data cannot be conducted until the full data set is available.</p>									

MEASURE 11	The number of City Fraud Crimes Investigated resulting 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 Investigation 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 Investigation" 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	<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:</p> <p>SATISFACTORY: Increasing % or within 10% of previous 15/16 average of all City fraud crimes resulting in a positive action.</p> <p>CLOSE MONITORING: Monthly data below the 10% threshold of 15/16 average.</p> <p>REQUIRES ACTION: Two consecutive months below the 10% threshold of the 15/16 average.</p>															
ASSESSMENT	Qtr 2 2015/16: STABLE				Qtr 3 2015/16: STABLE				Qtr 4 2015/16: STABLE				Qtr 1 2016/17: STABLE			
Month	15/16 Ave	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	15/16 YTD	16/17 YTD	YTD % Change
% of City Fraud Investigations resulting in a positive outcome.	100%	100%	100%	100%										100%	100%	-
Total number of City Fraud Investigations reaching point of outcome.	2	2	4	1										2	2	-
Total number of City Fraud Investigations resulting in a positive outcome.	2	2	4	1										2	2	-
Commentary																
<p>23 ECD investigations reached the point of outcome in June 2016. Of these 23 investigations, 1 took place within the jurisdiction of the City of London and resulted in a charge. As 100% (1/1) of the City fraud investigations reaching point of outcome resulted in a positive outcome this measure has been assessed as satisfactory.</p> <p>The other 22 investigations that reached point of outcome were excluded from this measure for the following reasons:</p> <ul style="list-style-type: none"> • 20 involved crimes that took place outside of the City of London. <p>2 were non-qualifying investigation types.</p>																

MEASURE 12		The value of fraud prevented through interventions															
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		<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:</p> <p>IMPROVING: Within 10% of 15/16 average or increasing value of fraud prevented through interventions.</p> <p>STABLE: Quarters data below the 10% threshold of 15/16 average value of fraud prevented through interventions</p> <p>DETERIORATING: Two consecutive quarters below the 10% threshold of the 15/16 average value of fraud prevented through interventions</p>															
ASSESSMENT		Qtr 2 2015/16: IMPROVING					Qtr 3 2015/16: IMPROVING					Qtr 4 2015/16: IMPROVING			QTR 1 2016/17: IMPROVING		
Page 57		15/16 Ave	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	16/17 YTD	15/16 YTD	YTD % Change
	Total value of fraud prevented through ECD interventions.	£103,835,661	£307,803,175	£405,359,651	£363,996,945										£760,099,265	£239,047,205	▲218%
<u>Analysis of trends and activity</u>																	
<p>In June 2016 an estimated £363,996,945 worth of fraud was prevented through the work of the ECD. This is 250% higher than the 2015/16 average; as a result the measure is assessed as satisfactory. This increase in interventions can again be attributed to PIPCU's work under Op Ashiko. Additional resources have been provided to Op Ashiko in the short term in order to achieve a total of 10,000 suspension requests since its inception, which has now been achieved. After some of the resources are reduced it is expected that the number of suspension requests will reduce slightly.</p> <p>It should be noted that the data used to calculate this measure has been amended to provide a more accurate figure, the PIPCU disruption figure is now confirmed websites taken down, not websites requested to be taken down. As this figure takes longer to confirm it will be reported one month behind. The data for April and May have been backdated to use this new methodology.</p>																	

MEASURE 13	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”: - The percentage comparison of the total number of crimes reported to Action Fraud compared to the total number of outcomes reached that are reported to NFIB. This is a cumulative figure taking into account all crimes reported and reaching outcome since 2013.</p> <p>“To-date % Change”: - This will show the % difference between the attrition rate at the close of the quarter and the attrition rate at the close of 2015/16.</p> <p>“Crimes Disseminated”:- 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 1-21 (This only applies to police services and only includes those outcomes reported to the NFIB registrar).</p>			
MEASUREMENT	<p>The ECD will report quarterly on the total number of Action Fraud reports received, disseminated and reaching outcome to produce the attrition rate.</p> <p>GUIDE: IMPROVING: Increasing % or within 10% of the attrition rate reported at the close of 2015/16. (Currently 8.5% and above). STABLE: Quarters data below the 10% threshold of the to-date 15/16 attrition rate. DETERIORATING: Two consecutive quarters below the 10% threshold of the to-date 15/16 attrition rate.</p>			
ASSESSMENT	Qtr 2 2015/16: IMPROVING	Qtr 3 2015/16: IMPROVING	Qtr 4 2015/16: IMPROVING	Qtr 1 2016/17: IMPROVING
<p>NOTE: This was a new measure in 2014/15, therefore no comparative data is available for 2013/14.</p> <p>Full information on this measure is provided on the following page:</p>				

	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.		
				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
Q4 2014/15	62,980	18,060	10,339	16.4%	57.2%	28.7%	6.1:1	1.7:1	3.5:1
2014/15	246,848	64,187	23,142	9.4%	36.1%	26.0%	10.7:1	2.8:1	3.8:1
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
Q4 2015/16	58,386	18,153	9,980	17%	54.9%	31.1%	5.8:1	1.8:1	3.2:1
2015/16 YTD	234,201	75,893	37,013	15.8%	48.7%	32.4%	6.3:1	2:1	3:1
Q1 2016/17	65,204	34,194	17,453	27%	51%	52%	3.7:1	1.9:1	1.9:1
Q2 2016/17									
Q3 2016/17									
Q4 2016/17									
2016/17 YTD	65,204	34,194	17,453	27%	51%	52%	3.7:1	1.9:1	1.9:1

The table on the following page takes the quarter 1 activity from 2016/17 and assesses it against the cumulative information from April 2013 to the end of the 2015/16 financial year.

	Apr 13 – Mar 16	Q1 (Apr 13 – June 16)	Q2 (Apr 13 – Sep 16)	Q3 (Apr 13 – Dec 16)	Q4 (Apr 13 – Mar 17 16)	To-date % Change
Total cumulative crimes reported to AF.	707,141	772,345				▲ 9.2%
Total cumulative crimes disseminated.	189,249	206,702				▲ 9.2%
Total cumulative outcomes reported to NFIB	69,207	75,817				▲ 9.6%
The number of Judicial Outcomes	30,394	32,109				▲ 5.6%
The number of Non- Judicial Outcomes (NFA)	38,813	43,708				▲ 12.6%
Attrition rate	9.8%	9.8%				0%

Analysis of trends and activity

The attrition rate between Apr 13 and June 16 amounts to **9.8%** which is the same rate as the end of Mar 16. This rate is made up from the number of outcomes reported divided by the number of crime reports made to Action Fraud during the period. During Q1 (Apr – Jun) there has been consistent increase in the number of crimes reported and the proportion disseminated to forces. During Q1 (Apr – Jun), **65,204** Crimes had been reported to Action Fraud, with **17,453** crimes disseminated to forces. **6,610** outcomes have also been reported during this period. This amounts to a quarterly attrition rate of 10.1% slightly higher than the cumulative total.

MEASURE 14	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 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. <p>“Number of new victim complaints”: - This refers to the volume of fraud reporting victims who have submitted a complaint to PSD in relation to an aspect of the service received by Action fraud in a month.</p> <p>“Complaints resolved”:- This refers to the volume of complaints resolved in a month. A complaint resolution is when the victim’s complaint has been responded to in writing.</p> <p>“Complaints outstanding”: - This refers to the volume of complaints that have not yet been resolved.</p> <p>(1) “Number of reports received”: - This refers to the number of reports (both crime and information) made to Action Fraud in the period.</p>			
MEASUREMENT	<p>GUIDE: The % of complaints compared to the number of reports received by Action Fraud in 2015/16 was TBC%. This figure will be will be used as a bench mark for which the satisfaction will be measured</p> <p>GUIDE: IMPROVING: Within 10% of 15/16 average of complaints compared to reports (Currently 0.05%).</p> <p>STABLE: Months data below the 10% threshold of 15/16 average of complaints compared to reports.</p> <p>DETERIORATING: Two consecutive months below the 10% threshold of 15/16 average of complaints compared to reports.</p>			
ASSESSMENT	Qtr 2 2015/16: DETERIORATING	Qtr 3 2015/16: STABLE/ IMPROVING	Qtr 4 2015/16: STABLE/DETERIORATING	Qtr 1 2016/17: STABLE/IMPROVING

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

Month	15/16 Ave	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	16/17 YTD	15/16 YTD	YTD % Change
% of complaints compared to reports	0.04%	0.09%	0.04%	0.03%										0.07%	0.04%	▲0.03%
Number of reports received	31,145	30,966	32,248	37,432										63,214	66,556	▼5%
Number of new victim complaints	13	29	14	12										43	18	▲138%
Number of complaints resolved	12	30	20	20										50	11	▲355%
Number of complaints outstanding	11	13	8	0										-	-	-

Analysis of trends and activity

In June 2016, **12** complaints were received by PSD relating to Action Fraud, this equates to **0.03%** of complaints compared to crime and information reports made. The average percentage of complaints compared to reports made in 2015/16 was **0.04%**, therefore this month the measure is assessed as satisfactory. A breakdown of the categories of the complaints made can be viewed below. The most common cause of complaint was a perceived lack of investigation; this was also the most common cause of complaint in April and May of this year.

Category of Complaint	Volume
Lack of Investigation	9
No update on reported crime	2
Longer than 28 days with no update on reported crime	0
Other	1

MEASURE 15	Level of the National Lead Force's return on investment			
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> <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: Within 10% of 15/16 average or increasing value of ROI. (currently £42.12)</p> <p>STABLE: Quarters data below the 10% threshold of 15/16 average value of ROI.</p> <p>DETERIORATING: Two consecutive quarters below the 10% threshold of the 15/16 average value of ROI.</p>			
ASSESSMENT	Qtr 2 2015/16: IMPROVING	Qtr 3 2015/16: IMPROVING	Qtr 4 2015/16: DETERIORATING	Qtr 1 2016/17: IMPROVING
	Q1	Q2	Q3	Q4
ROI 2014/15	£45.70	£57.67	£60.33	£23.51
ROI 2015/16	£37.49	£61.38	£61.68	£19.60
ROI 2016/17	£41.18			
<u>Analysis of trends and activity</u>				
The ECD return on investment (RIO) during quarter 1 is £41.18 . This figure currently sits within the 10% 15/16 average threshold of £45.06 and is therefore regarded as satisfactory. When comparing the RIO YTD with the PYTD there has been a 10% increase.				

MEASURE 16	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 2 2015/16: See commentary	Qtr 3 2015/16: See commentary	Qtr 4 2015/16: See commentary	Qtr 1 2016/17: See commentary

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	15/16 Ave	Q1	Q2	Q3	Q4	16/17 YTD	15/16 YTD	YTD % Change
% of Victims satisfied with service in period.	Not available	Not available						
Number of reports (crime and Information) to AF	Not available	Not available						
Number of people completing survey.	Not available	Not available						

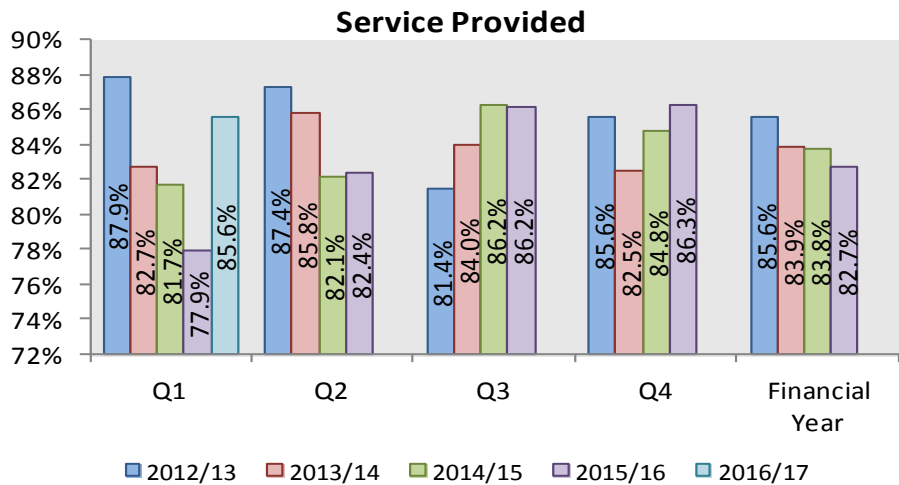
Analysis of trends and activity

Action Fraud satisfaction data collected via the automated telephone service is not available for Q1. This data was previously collected by Broadcasting Support Service (BSS) who went into administration in July 2015. Concentrix, the company that replaced BSS, are not yet set up to measure satisfaction via telephone. The new telephone survey service is currently in the development stages and its implementation is anticipated within Q3 2016/17 alongside the introduction of the new Action Fraud system.

Satisfaction via the online channel could be collected and can be viewed on the following page. **79.78%** of those surveyed were happy with the online Action Fraud Service.

	15/16 Ave	Q1	Q2	Q3	Q4	16/17 YTD	15/16 YTD	YTD % Change
% of Victims satisfied with <u>online</u> service in period.	80.21%	79.78%					82.47%	
Number of reports completed <u>online</u> (crime and Information)	31,989	53,541					33,367	
Number of people completing <u>online</u> survey.	1,575	1,726					1,295	

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 2015-16 the average for whole experience was 82.7%. 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 2 2015/16: STABLE/IMPROVING	Qtr 3 2015/16: STABLE	Qtr 4 2015/16: STABLE	Qtr 1 2016/17: STABLE/IMPROVING



	Ease of Contact	Action	Follow up	Treatment	Whole Experience
Q1 2015/16	90.9%	71.4%	80.9%	91.5%	77.9%
Q1 2016/17	95.7%	83.7%	82.2%	94.4%	85.6%

Due to the effects of the Crime unit over the past FY, there has been an increase in all the satisfaction measures for Q1 when compared to last FY Q1.

National Data Comparison is not yet available.

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 an annual 'customer' survey 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	NO INFORMATION FOR 2016/17
<p>The survey was completed during November/December 2015 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> <p>This measure is reported annually and it is expected that this measure will be reported at November 2016 PMG.</p>	

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Committee(s):	Date(s):
Police Performance and Resource Management Sub Committee	7 th September 2016
Subject: HMIC Inspection Update	Public
Report of: Commissioner of Police Pol 35/16	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 there have been no new HMIC reports published that impact upon the Force. As requested at your last Sub Committee, progress with existing recommendations as well as the current inspection programme is summarised below for your reference.

Inspections Completed Since Last Report

Spring Efficiency Inspection (Part of the PEEL process)
 Crime Inspection (Part of the PEEL Effectiveness Inspection)
 Data request made for the Abuse of Authority Inspection (late addition to the PEEL Spring Inspection)

Inspections Due During Next Period: Autumn PEEL Inspection (Effectiveness) scheduled to take place from the 3rd October 2016

Reports Due for Publication: It is anticipated that the Spring PEEL report will be published sometime in November 2016 following consultation with forces.

Recommendations Completed Since Last Update

The Force has completed the following HMIC actions since the last report:

Missing Children; Who cares? Report 2016: The Force has completed Recommendation 7 in relation to information management processes focussing on missing/absent children.

PEEL: Police Effectiveness 2015: The Force has completed two actions to assist in finishing the implementation of Recommendations 1 and 2 relating to offender management and improving community policing officers' knowledge of organised crime groups.

PEEL: Police Legitimacy 2015: The Force has completed one action to assist in finishing the implementation of Recommendations 1& 2 re recording grounds for stop and search and adequate supervision of accuracy of

records.

Increasingly everyone's business: The Force has completed one action to assist in finishing the implementation of Recommendation 3 re publication of refreshed action plans for domestic abuse.

The depths of dishonour: Hidden voices and shameful crimes: the Force has complied with Recommendation 9 re research and analysis to understand better the extent and impact of crimes relating to honour based violence and female genital mutilation.

Regional Organised Crime Units: A review of capability and effectiveness: the Force now complies with Recommendation 2 re access to the 13 capabilities contained within the ROCU development programme.

Witness for the prosecution: Identifying victim and witness vulnerability in criminal case files: The Force has completed the action outstanding around recommendation 9 re evaluation of training arrangements.

Online and on the edge: Real risks in a virtual world: The Force has completed the action outstanding around recommendation 13. This has completed the recommendation and also closed the action plan.

In harm's way: The role of the police in keeping children safe: The Force has completed one action to completing the implementation of Recommendation 2 re ability to map crimes to facilitate better preventative work.

Stop & Search Powers 2: The Force now complies with Recommendation 10 re reporting information to your Committee. The first report is due to be submitted to your September Police Committee.

Welfare of Vulnerable People in Custody: The Force has complied with Recommendation 7 re training on use of force and reporting of information to your Committee on this and other areas including vulnerable people that are young and/ or experiencing a mental health crisis.

Stop & Search: The Force has completed the action outstanding around recommendation 15. This has completed the recommendation and also closed the action plan.

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. Since the last report to your

Sub Committee there have been no new HMIC reports published that impact upon the Force. Progress with existing recommendations as well as the current inspection programme is provided below for your reference.

Inspections Completed Since Last Report

The Spring PEEL Efficiency Inspection

2. This inspection was completed in the week commencing 13th June 2016. The Force is now awaiting sight of the draft report for comment, this is expected to be published for Force oversight in November with final report publication in December.
3. This part of the PEEL inspection covered three aspects, Legitimacy, Efficiency and Leadership; each part of the inspection had three core questions for the Force to provide evidence against.
4. The Force will have a chance to review and respond to the recommendations made within the draft report once received. All recommendations will then be added to the HMIC schedule for implementation by appropriate departments.

Crime Inspection (Part of PEEL Effectiveness Inspection)

5. The Crime inspection focused on a review of crime files from period 1st January 2016 to 31st March 2016 covering the following crime categories:
 - Rape
 - Burglary Dwelling
 - S18 / S20
 - Robbery
 - S39 (Common Assault) high risk DA
 - S39 (Common Assault) low risk DA
 - Stalking and Harassment Act offences (5 with cyber / online aspect)
 - Theft from person
6. HMIC randomly selected 60 cases from the above data set, these were subjected to a detail file review which commenced on the 25th July 2016. In order to undertake the review HMIC accessed the following for each file:
 - Incident logs
 - Case management systems
 - Victim risk assessments
 - Copies of referrals to other agencies
 - Witness / victim statements
 - Prosecution files (inc CPS memos)
 - Crime reports
7. This inspection has been successfully completed and the Force awaits sight of the inspection report.

Abuse of Power Data Request

8. On the 17th May 2016 the Home Secretary asked HMIC to explore within the current legitimacy inspection the issue of officers abusing their authority to develop inappropriate relationships with vulnerable people, particularly those who have experienced domestic abuse.
9. HMIC has issued a data collection template for return by 3rd August 2016; Strategic Development progressed this with Professional Standards and Human Resources to ensure the required information was supplied.

Inspections Due During Next Period

10. The Autumn PEEL Inspection (Effectiveness) will take place week commencing 3rd October 2016. At time of report writing the Force was completing the data request for this inspection which is a substantial submission, this is in addition to the document request; approximately 100 documents were provided by the Force as evidence to assist with the inspection process.

Reports Due for Publication

11. It is anticipated that the Spring PEEL report will be published sometime in November 2016 following consultation with forces. The Force will have sight of the draft report before publication and will respond direct to HMIC to clarify points raised and, where appropriate, challenge assumptions that it feels do not fully represent the current position of the Force.

Recommendations Completed Since Last Update

12. The Force has completed the following recommendations and actions linked to outstanding HMIC reports. The full account of their achievement can be found within Appendix A.
 - i. **Missing children: who cares? – The Police response to missing and absent children:** *Recommendation 7 re information management processes being in place focusing on missing and absent children.* Missing person reports of children have been analysed in the preparation of the Child Sexual Exploitation (CSE) profile. The Force holds Multi Agency Sexual Exploitation (MASE) meetings that discuss any children that pose a concern in regards to CSE that have gone missing. Current oversight and co-ordination arrangements have been reviewed and a resulting action plan has been created which is reviewed at the Vulnerability Working Group.
 - ii. **PEEL: Police Effectiveness 2015:** *Recommendation 1 re process for managing repeat offenders:* New Action completed for this period; the force has aligned its approach to the MPS and Probation Service for London who have issued their joint strategy for Integrated Offender Management. One action linked to this recommendation remains to be completed. That is subject to a Force Strategic Management Board (SMB) report in September, following which the recommendation will be graded 'GREEN'.

- iii. **PEEL: Police Effectiveness 2015: Recommendation 2 re improving community policing officers' knowledge of organised crime groups.** The Force has implemented a number of measures to ensure this happens. It is also aiming to provide a guide to businesses and residents which will assist with intelligence gathering.
- iv. **PEEL: Police Legitimacy 2015 (Force report): Recommendations 1 & 2 re recording grounds for stop and search and adequate supervision of accuracy of records:** New Action completed for this period; a revised Stop and Search SOP has been produced and published. The SOP supports the new Stop and Search and Use of Force Working Group which oversees stop and search reasonableness data. A new process has been implemented to improve the supervisory oversight of the accuracy of records.
- v. **Increasingly everyone's business: Recommendation 3 re publication of refreshed action plans for domestic abuse:** New Action completed for this period; the Force domestic abuse action plan has been reviewed, updated and published.
- vi. **The depths of dishonour: Hidden voices and shameful crimes: Recommendation 9 re research and analysis to understand better the extent and impact of crimes relating to honour based violence and female genital mutilation.** The Force has worked with the City of London Corporation and neighbouring boroughs to comply with this recommendation. Full details are contained within Appendix A.
- vii. **Regional Organised Crime Units (ROCU): A review of capability and effectiveness: Recommendation 2 re forces having access to the 13 capabilities contained within the ROCU development programme.** The Force now complies with this recommendation.
- viii. **Witness for the prosecution: Identifying victim and witness vulnerability in criminal case files:** The Force has completed the action outstanding around recommendation 9 re an evaluation of training arrangements. This has completed the recommendation and also closed the action plan. At the June Training Improvement Board it was agreed that the College of Policing package "domestic violence matters" would be developed and rolled out to all front line officers, call takers and control staff as mandatory training.
- ix. **Online and on the edge: Real risks in a virtual world:** The Force has completed the action outstanding around recommendation 13 re better use of social media channels to facilitate young people protecting themselves. This has completed the recommendation and also closed the action plan. PPU has worked with Corporate Communications to update the Force external facing website to incorporate links and make it more child friendly and links to other useful sites have been added.

- x. **In harm's way: The role of the police in keeping children safe:** *Recommendation 2 re ability to map crimes to facilitate better preventative work:* The Force is now able to map incident in order to analyse repeat vulnerabilities in any category of crime or incident. A specialist post has been established to focus on high harm areas such as Child Sexual Exploitation and mapping has been a fundamental part of the Force's Problem profile approach.
- xi. **Stop & Search Powers 2:** As at September 22nd *the Force will be compliant with Recommendation 10 re reporting information to your Committee.* It is planned to submit an annual report on this area of business to Police Committee, the first report is due to be submitted to your September 2016 Police Committee.
- xii. **Welfare of Vulnerable People in Custody:** *The Force is compliant with Recommendation 7 re training on use of force and will be compliant with reporting of information to your Committee (22nd September),* including information on vulnerable people that are young and/ or experiencing a mental health crisis. As immediately above, this will form part of the information report to the September 2016 Police Committee.
- xiii. **Stop & Search:** *The Force has completed the action outstanding around recommendation 15.* This has completed the recommendation and also closed the action plan. The Force GIS implementation team report that Stop Search data has now successfully been mapped onto the Force system. This data and the GIS tool have been rolled out to officers and to specialist users.

Appendix A: Full list of HMIC Recommendations currently being implemented within Force.

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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 but is anticipated will be implemented
RED	The recommendation cannot or will not be implemented (rationale required)
WHITE	The recommendation is not CoLP responsibility to deliver or is dependent upon another organisation delivering a product.
CLOSED	CoLP have actioned as far as possible but await other partner action or the issue has simply dropped off the 'national' agenda but CoLP will continue monitoring under 'Business As Usual'.

Delivering Justice in the Digital Age

A national report by HMIC and HMCPSI Published April 2016

Total of 8 actions: 6 are national and outside the remit of City of London Police. 2 are relevant to the City of London Police, 2 are still in progress.

Recommendation	Status	Due Date	Comment
1 The National Criminal Justice Board ensures that the Criminal Justice Exchange is reviewed to ensure that its technical capability is fit for purpose for the needs of the criminal justice system.			This action is for the National Criminal Justice Board
2 Police forces, the Crown Prosecution Service and Her Majesty's Courts and Tribunals Service, undertake a comprehensive national cost and benefits assessment resulting from digitisation implementation. This should be informed by information from a local level.	AMBER	November 2016	A report was submitted to June 2016 Strategic Management Board regarding improvement proposals. Associated benefits work is to be progressed and discussed with Corporate Programmes Office. Although this is a 'national' recommendation the force will feed the results of its work into the national work.
3 The National Police Chiefs' Council, Crown Prosecution Service and Her Majesty's Courts and Tribunals Service ensure jointly that a solution is reached to ensure that all forms of evidence, including hard media, can be accessed by all criminal justice system partners and defence representatives by electronic			This action is for the National Police Chiefs' Council, Crown Prosecution Service and Her Majesty's Courts and Tribunals Service

	Recommendation	Status	Due Date	Comment
	means. This needs to be a priority to enable criminal justice system partners to fully realise the benefits of the digital programme			
4	All police forces and Crown Prosecution Service Areas should, as a matter of urgency, jointly review arrangements for the provision, transportation and storage of hard media to ensure it is available securely to all appropriate individuals	AMBER	November 2016	The national Digital First Team has distributed a questionnaire which has been completed and returned. Discussions with the CPS have progressed; at a meeting held on the 6 th July 2016 2 encryption methods were discussed which the CPS already utilise. It was agreed that CoLP and CPS work to establish and communicate procedures for the secure sharing of passwords.
Page 76	The police and the Crown Prosecution Service should ensure that a formally agreed common naming convention covering all document types is consistently applied			This action is for a national policing level
6	The Crown Prosecution Service and Her Majesty's Courts and Tribunals Service should immediately review the introduction of hardware for advocates in court to assist in case presentation to ensure it is fit for purpose			This action is for the Crown Prosecution Service and Her Majesty's Courts and Tribunals Service
7	The National Police Chiefs' Council review its current structure of business areas with a view to increasing the co-ordination of digital policing programmes			This action is for the NPCC
8	The Crown Prosecution Service should co-ordinate a national strategy for providing Initial Details of the Prosecution Case and other case material to unrepresented defendants and those remanded in custody			This action is Crown Prosecution Service

The tri-service review of the joint emergency services interoperability principles

A national report by HMIC, published April 2016

Total of 6 actions: 1 are national and outside the remit of City of London Police. 5 are relevant to the City of London Police, 5 are still in progress. The HMIC report contains no deadlines

Recommendation		Status	Due Date	Comment	
1	All operational staff across the blue light services likely to attend operational incidents need at the very least to have an awareness of JESIP regardless of rank or grade.	AMBER			
2 Page 77	The blue light services need to develop a programme for delivering future tri-service training. This should incorporate refresher training, initial training for newly promoted commanders and awareness for new recruits. It should also be extended to Local Resilience Forums and other category 1 and 2 responders.	AMBER	The HMIC report sets no deadlines, however the Force will address the issue in the 2016/17 training schedule	A report with recommendations has been approved at Training Improvement Broad, 9 th June 2016.	
	3	Multi-agency testing and exercising programmes need to be better co-ordinated and risk-based beyond Local Resilience Forum Community Risk Registers and National Risk Assessments. These should be supported by a discrete budget allocation. The benefits for each service and trust need to be made clear at the design stage. The exercising programme should include issues identified through the Joint Organisational Learning process.		AMBER	NCALT training packages and awareness are to be utilised in embedding the JESIP principles. This training is now mandatory. Learning and Development is incorporating these packages into their training plans for delivery within the 2016/17 schedule.
	4	There needs to be a greater knowledge and understanding of the capabilities of Airwave and the use of the interoperable channels.		AMBER	Additionally, learning outcomes from training exercises will continue to be fed into the Force Organisational Learning Forum.
	5	The blue light services need to have more effective processes in place for learning and embedding lessons locally and, for sharing the learning with staff. The knowledge and understanding of how the Joint Organisational Learning		AMBER	

Recommendation		Status	Due Date	Comment
	process is used to identify and record multi-agency lessons which are to be shared and escalated across services, needs to be greatly improved.			
6	Ministerial oversight of JESIP must continue to ensure the focus remains firmly around improving interoperability across the three services beyond major and complex incidents and into business as usual especially given competing priorities. This should be underpinned by a programme of assurance to assess progress against the revised maturity matrix.			This is for Ministerial, Government level

Missing children: who cares? – The Police response to missing and absent children

A national report by HMIC Published March 2016. Total of 10 actions: 9 are national and outside the remit of City of London Police. 1 area is relevant to the City of London Police, 0 are still in progress.

Recommendation		Status	Due Date	Comment
7	By September 2016, chief constables should ensure that information management processes are in place which focus on outcomes for children who go missing, and to provide better analysis to understand the effectiveness of the police and multi-agency responses. Information should include the diversity of the communities the forces serve.	NEW GREEN	September 2016	Missing person reports of children have been analysed in the preparation of the Child Sexual Exploitation (CSE) profile. The Force holds Multi Agency Sexual Exploitation (MASE) meetings that discuss any children that pose a concern in regards to CSE that have gone missing. Current oversight and co-ordination arrangements have been reviewed and a resulting action plan has been created which is reviewed at the Vulnerability working group.

PEEL: Police Effectiveness 2015 – CoLP

A national report by HMIC, published February 2016

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
<p>The force should develop a process for managing repeat offenders, and work with the Metropolitan Police Service to ensure that this is implemented consistently across London.</p>	GREEN	13/5/2016	The force has produced a definition for repeat offender; there are currently 3 offenders against this definition.
	NEW GREEN	30/6/2016	City of London Police has aligned its approach to the MPS and Probation Service for London who have issued their joint strategy for Integrated Offender Management.
	AMBER	30/4/2016	<p>The Commander (Ops) and T/Det Supt Admin of Justice (AoJ) are progressing this for the Force, and have met with the MPS during June and July 2016 and documentation has been received from them.</p> <p>The MPS have an HMIC recommendation for this same activity and the forces ability to discharge its recommendation will be dependent upon appropriate MPS lead activity.</p> <p>A report with recommendations is being submitted to the Force Strategic Management Board in September 2016. Following decisions made, force procedures will be reviewed and amended as necessary, at which point this action should be GREEN.</p>

Recommendation		Status	Due Date	Comment
2	The Force should improve the awareness of organised crime groups among neighbourhood teams to ensure that they can reliably identify these groups, collect intelligence and disrupt their activity.	NEW GREEN	31/3/2016	Community policing have undertaken a number of successful operations which have organised crime links e.g Gym thefts. This action is currently met by way of the Force Briefing System as well as being driven out to mobile data devices to officers who are away from police premises. The action is monitored monthly by the Director of Intelligence at the Serious Organised Crime Meeting which will also feed into the Safer City Partnership.
		GREEN	30/4/2016	Terms of reference for Serious and Organised Crime Management meeting have been updated to include the Inspector Community Policing as a full member of the group.

PEEL: Police legitimacy 2015 – National

A national report by HMIC published February 2016. Total of 4 actions: 1 are national and outside the remit of City of London Police. 1 is not applicable to CoLP and 1 closed because it is monitored and linked to a separate HMIC report, 2 were areas relevant to the City of London Police, 1 is still in progress.

Recommendation		Status	Due Date	Comment
2	<p>Within 6 months all Chief Constables should conduct a review of their complaints and misconduct arrangements, analysing data from their records to:</p> <ul style="list-style-type: none"> • assess whether or not there is any bias in the way decisions regarding the management of complaints are made; • and, if there is evidence of bias, to take action to remove it. <p>The reviews and the action taken should be fully documented and made available to the police and crime commissioners of each force and to HMIC.</p>	AMBER	<p>30/4/2016 for TOR</p> <p>31/8/2016 for completed review</p>	Terms of Reference have been drafted and agreed by the Assistant Commissioner. Human Resources have assigned a resource to undertake the review within PSD and agreed timescales have been put in place with outcomes and recommendations due at the end of August 2016. A report will be presented to the Force Strategic Management Board on the 3 rd November and Performance Sub on the 30 th November 2016.

PEEL: Police legitimacy 2015 - CoLP

A force report by HMIC, published February 2016. Total of 5 actions: 0 are national and outside the remit of City of London Police. 5 were areas relevant to the City of London Police, 4 are still in progress.

Area for Improvement	Status	Due Date	Comment
<p>1</p> <p>The force should ensure that its stop and search records include sufficient reasonable grounds to justify the lawful use of the power, and that officers understand fully the grounds required to stop and search.</p> <p>The force should ensure that adequate supervision takes place to ensure that its stop and search records are accurate and contain the required information in respect of reasonable grounds.</p>	<i>Areas for improvement 1 & 2 are closely related and for the purposes of update they are merged.</i>		
	GREEN	April 2016	A new Stop and search and Use of Force working group has been established, chaired by Supt. Ops UPD and is both tasking and providing oversight including stop and search reasonableness data.
	GREEN	April 2016	A review of the current process of supervision and checking of stop and search records has been completed – a new 7 day staged process to resolve queries has been introduced following agreement with UPD inspectors, matters are ultimately escalated to the CI Ops. A summary of common issues from stop and search has been communicated to supervisors.
	GREEN	April 2016	A refreshed training package has been produced and delivered including the recording of grounds

Area for Improvement		Status	Due Date	Comment
		AMBER	May 2016	The College of Policing stop and search training package has been approved by Training Improvement Board for delivery late spring early summer 2017. NCALT online training forms part of this package and officers have been instructed to complete this before attending classroom based training. The release of the package to forces was substantially delayed by the College, hence the lateness of the training rollout which has been prioritised behind Counter Terrorism and Child Sexual Exploitation.
		NEW GREEN	May 2016	A revised Stop and Search SOP has been produced and published.
		GREEN	May 2016	A written report on stop and search is being produced for each Stop and Search and Use of Force Working Group.
3	The force should comply with the Best Use of Stop and Search scheme in relation to recording and publishing outcomes; and monitoring the impact of stop and search on young people and black, Asian and minority ethnic groups.	GREEN	May 2016	The new Stop and Search and Use of Force working group has been established to provide oversight and a conduit between the Community Scrutiny Group [and other Community initiatives] and the force.
		GREEN	May 2016	Terms of reference for the new scrutiny group have been presented and agreed to the group on the 26 th July 2016. Meetings have taken place in April and May 2016, and another scheduled for 11 th October 2016.
		AMBER	April 2016	A dashboard has been produced for Stop and Search and Use of Force Working group which breaks down information into groups based on age, ethnicity and gender. Mechanisms to populate the dashboard with stop and search data are in place, similar arrangements are being developed for Use of Force. Information is being scrutinised to ensure the dashboard meets requirements at which point this will be published

Area for Improvement		Status	Due Date	Comment
				and the recommendation will be green.
		AMBER	May 2016	A link to stop and search is now available on the force's external website, which includes documents and information. Minutes from the last Community Scrutiny Group are being added and a process has been agreed for the refreshing of monthly data pending a complete dashboard.
		GREEN	May 2016	A quarterly report from Stop and Search and Use of Force Working Group has been provided to Organisational Learning Forum May 2016.
Page 83	It was clear that non-Taser-trained officers have little understanding of Taser tactics or how they could best assist at the scene of a Taser deployment. More training about Taser should be included in personal safety training, to enhance the protection of public and police.	NEW GREEN	May 2016	Front line officers have received an input and briefings for non operational front line officers has commenced with ECD. In total 240 officers have been briefed to date and briefings continue. Ongoing refresher training for new joiners is to be scheduled as part of the personal safety training.
		AMBER	April 2016	A Taser internal news article is being developed to provide an update on training, increased deployment and basic information. Publication is being prioritised within Corporate Comms. However as above officers have received an input and briefings.

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

A national report by HMIC, published December 2015. Total of 6 actions: 3 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	Status	Due Date	Comment
3 Page 84	<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 publish its revised action plan accordingly.</p>	NEW GREEN	March 2016	The force domestic abuse action plan has been reviewed, updated and published
	<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>	AMBER	November 2016	A report will be compiled for Police Committee in 6 months (November 2016) regarding progress against the plan, at which point this will be GREEN. Further updates to Committee will follow periodically as necessary until delivery of the action plan.
4	<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> <ol style="list-style-type: none"> 1) the force's updated action plan on domestic abuse; 2) the force's culture and values; 3) the force's performance management framework; 4) the force's approach to the use of data and evidence of what works in support of the development of a 	AMBER	June 2016	<p>For ease of reference progress is recorded against the numbered elements within the recommendation.</p> <ol style="list-style-type: none"> 1) The action plan has been reviewed, updated and published and is regularly reviewed. 2) Culture and values are to be targeted within Domestic Abuse and Vulnerability training. 3) A dashboard is being developed which will be reviewed at the vulnerability working group 4) Data requirements to support the dashboard and inform learning are being developed.

Recommendation	Status	Due Date	Comment
<p>learning organisation;</p> <p>5) the reward and recognition policy in the force and the roles and behaviours that this rewards currently;</p> <p>6) the selection and promotion processes in the force;</p> <p>7) the messages and communications sent by the senior leadership team to the rest of the force about tackling domestic abuse;</p> <p>8) the development opportunities for officers and staff in the force; and</p> <p>9) force policy on how perpetrators and victims of domestic abuse who are employed by the force are managed.</p>			<p>5) to 9) The force has established a Vulnerability Steering group, chaired by Commander Ops. The first meeting was held on the 18th August 2016, where Terms of Reference were agreed and which will progress these issues with partners.</p>

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, 3 are still in progress.

Recommendation	Status	Due Date	Comment
<p>1</p> <p>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.</p>	AMBER	June 2016	<p>A review of training has informed a report to Training Improvement Board on the 9th June 2016. This meeting agreed three training packages to be delivered within the 12 months to June 2017. The 'Domestic Violence Matters' College of Policing package has been prioritised 2nd behind Counter Terrorism.</p> <p>The College of Policing training will be rolled out to all front line responders, call takers and control room staff.</p> <p>Progress will be regularly reviewed at meetings chaired by DCI Priority</p>

Recommendation	Status	Due Date	Comment
			of Volume Crime.
		June 2016	<p>The MPS vulnerability definition will be adopted until the College of Policing publish one. Training has commenced for CSE and is ongoing. Crime Policy Team have organised briefing input to muster meetings on:</p> <ul style="list-style-type: none"> Safeguarding Adults Children 377s Adult Concern notifications Child concern notifications Coercive Control Short awareness input Claires Law & Domestic Violence Protection Victim Personal Statements Needs assessment/Victims Code Care and Neglect Flags and Crime recording. <p>The MPS are currently on standby to train force trainers in the area of disability at no cost to ourselves. CoLP trainers will train our own officers.</p> <p>Training being considered by L&D with all Directorates and decision taken as to priorities. Costs for vulnerability training scoped by Learning and Development, currently £45K to be delivered over a number of months in 2016/17.</p>
		April 2016	<p>This was discussed June 2016 TIB – agreed other Vulnerability training including further domestic abuse training will be delivered after CT training which concludes around November 2016. CT and Vulnerability are both competing priorities. The order was agreed at TIB.</p>

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	Crime Policy Team has established how vulnerability is captured on UNIFI, the current Crime and Intelligence recording system. The capture of this information on CCCI, the new crime and intelligence system will need to be built into the user specification; the Crime Policy Team has input into what areas needs to be covered and will ensure this is fed into the user spec. Vulnerability is not currently captured on Pronto which is and interim work around until CCCI is fully implemented - Pronto is going to second stage of updates later this year and Crime Policy Team has also inputted into this.
		AMBER		Crime Policy Team has liaised with Control and Signals, Markers and Flags check lists have been reviewed and a revised ASB Command and Control SOP published. Crime Policy Team to liaise with Front Offices and 101 Contact Centre to review/ update/ create scripts to ensure vulnerability of correctly identified. Appropriate measures are in place to ensure proper flagging.
		AMBER		The Form 377 vulnerable person process has been modified to separate adults from children – this will facilitate future monitoring and analysis at safeguarding meetings.
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	The CSEA (Child Sexual Exploitation and Abuse profile) has been produced and circulated for consultation with approval due at the end of August 2016.

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, 1 are still in progress.

Recommendation	Status	Due Date	Comment
<p>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.</p>	<p>NEW GREEN</p>	<p>June 2016</p>	<p>The City of London Public Health team undertook a brief Female Genital Mutilation (FGM) needs assessment to determine the risk to City – the outcome of which is nil. However, this does not mean there won't be isolated cases or people affected who are travelling to the City. This is encompassed in the "Tackling and Preventing FGM – City and Hackney Strategy". The Domestic Co-ordinator CoL is developing a City Honour Based Violence(HBV)/Forced Marriage (FM) policy. Research and engagement continues but has not produced any data suggesting this is an issue for the City of London. Further awareness delivery to staff and engagements with the community are planned.</p> <p>CoLP has established contact with the MPS attended their HBV/FM & FGM strategy group meeting on the 13th April 2016. MPS DCS Campbell is the deputy national lead for Honour Based Abuse (HBA). He is working to introduce this meeting as a London Regional strategic meeting for HBA, FGM, FM and other harmful cultural practices. The PPU DI or DCI will continue to attend the MPS HBA strategy group and any actions / updates will be fed back into force via the monthly internal safeguarding meeting. Any material shared will also be brought back to force via this route.</p> <p>This is being taken to the Independent Advisory Group to establish their knowledge of these issues and how best to raise community awareness. 2 IAG members have expressed interest, 1 in terms of understand the issues whilst the other has been involved in training on this topic.</p>

Recommendation	Status	Due Date	Comment
	AMBER	June 2016	To complement the above, a problem profile has been requested from FIB and research is underway due for completion by Autumn having been prioritised 2 nd behind the CSE profile.

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	Status	Due Date	Comment
Page 89 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.	NEW GREEN	June 2016	The Home Office has reduced funding of the London ROCU by 68% in the current financial year without prior warning or consultation. MPS, as the larger partner, has written to the Home Office highlighting the resultant issues. CoLP retains access to the '13 capabilities' either via its own resources or by collaboration with the MPS.
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 	AMBER	June 2016	HMIC are aware of the current position in London as described above, which will influence any follow-up inspection they undertake.

Recommendation		Status	Due Date	Comment
	<ul style="list-style-type: none"> with regard to the other recommendations contained in this report. 			
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	The position regarding the London ROCU is as detailed above and HMIC are aware of this position.

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, 0 are still in progress.

Recommendation		Status	Due Date	Comment
9	The College of Policing should evaluate the police training that is provided to student officers to ensure that case file preparation training emphasises and promotes an understanding of the police role in the criminal justice process, and the importance of identifying the support required by vulnerable and intimidated victims and witnesses. Similarly chief constables should undertake an evaluation of their local training arrangements.	NEW GREEN	February 2016	Student training: This area is already covered in depth within the Initial Police Learning and Development Programme (IPLDP) training material and CoLP follow this material. Prior to each new IPLDP course the CoLP training material is reviewed against the latest COP material and adjusted to meet the latest changes in learning outcomes. Specials Training: material is matched against the latest COP training for Special Constables. The Crime policy Team and AoJ have devised training material and input for all officers covering: Victim Codes of Practice & VPS, Needs /Risk Assessment, Codes of Practice, Safeguarding, 377, Claire's Law, Care Act & Neglect, DA- Coercive & Control, Stalking & Harassment. The first training was delivered on the 25th May 2016. This was discussed at June 2016 Training Improvement Broad and it was agreed that the College of Policing package 'Domestic violence matters' will be developed and rolled out to all front line officers and call takers and control staff as mandatory training.

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	A workforce plan was submitted to HMIC during the June 2016 PEEL Inspection. Work is continuing to populate the full plan, the latest iteration is presented to this Performance Sub Committee.
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	This is being reviewed and will in part be informed by the requirements of the workforce plan.



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 and is still in progress.

Recommendation		Status	Due Date	Comment
1	<p>As a priority, the Criminal Justice Board establishes an operating framework that enables local criminal justice agencies to work together more effectively, with the freedom to organise in ways that reflect local circumstances and local and national priorities.</p> <p>As a minimum, the framework should:</p> <ul style="list-style-type: none"> • define the scope for local areas to adapt nationally-determined plans and programmes to meet local need; • promote innovation, through the offer of greater local freedoms and flexibility for the most promising approaches; 	WHITE		This action is for the Criminal Justice Board. It is retained here for information as recommendation 3 is dependent on it.

Recommendation	Status	Due Date	Comment
<ul style="list-style-type: none"> • establish a forum for local areas collectively to highlight barriers and tensions in the system which inhibit the provision of services; • provide for the identification and dissemination of good practice; • enable access to a national suite of core data against which all local areas can monitor progress and measure success. This should relate to the desired outcomes for the CJS as a whole and be readily understood and accessible to the public; and • provide information and advice to local areas on trends, risks and emerging threats relating to particular crimes requiring an enhanced response. This might be set out in a strategic criminal justice requirement (akin to the Strategic Policing Requirement) to which all LCJPs must have regard in setting their local priorities. 			
<p>Page 92</p> <p>2</p> <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; • 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; 	AMBER	Within 6 months of the completion of Rec. 1	The NPCC Criminal Justice Coordination Committee (CJCC) Business Plan 2016-17 has not been circulated and the Head of Administration of Justice maintains a watching brief. A local due date cannot be shown until that Committees work is complete.

Recommendation	Status	Due Date	Comment
<ul style="list-style-type: none"> 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. 			

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. 13 were areas relevant to the City of London Police, 0 are still in progress.

Recommendation	Status	Due Date	Comment
Page 93 13 We recommend, that within six months, forces consider and implement ways to improve communications with children by making better use of social media channels, so that children are better able to protect themselves online.	GREEN	January 2016	The joint safeguarding board is leading on this, chaired by City and Hackney Safeguarding project. A video for social media has been produced and was launched online 18/3. 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 has been delivered, albeit, slightly late.
	NEW GREEN	New task in April 2016 assigned	In April 2016, a new task was assigned to the Head of PPU to review the external website and consider how 'child friendly' it is. PPU has worked with Corporate Communications to update the CoLP external facing website to incorporate links make it more 'child friendly' and links to useful sites have been added.

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, 1 is still in progress.

Area for Attention	Status	Due Date	Comment
<p>Page 94 1</p> <p>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.</p>	<p>AMBER</p>	<p>February 2016</p>	<p>A monthly report regarding the outcomes of juveniles who have been in police custody has been developed and is distributed monthly to UPD and Crime Senior Management Teams.</p> <p>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. PPU staff met with City Gateway and prepared questions these have been agreed and fed into sessions with young people, results still pending. This has now passed to the Young Lord Mayor to take forward as part of her year long project with the police and a youth Independent advisory group is being established which will focus on the City's residential youth population.</p> <p>To identify other methods of gaining youth engagement DI PPU has had discussion with Insp Custody Manager about methods for surveying juveniles who have been dealt with by CoLP with a view to producing a questionnaire that could be given to juveniles when they leave custody as a way of receiving their feedback. The questionnaire is being explored including options for its format (letter /social media etc).</p>

Area for Attention		Status	Due Date	Comment
	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.
Page 95	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 to ensure timely information sharing and joint decision making. Safer City Partnership attend the Force Tactical Tasking and Coordination Group. Intelligence management priorities are shared at this group.
	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.	NEW GREEN	April 2016	FIB are working with the Safer City Partnership to develop existing understanding of threat, risk and harm of vulnerable victims. The Force identified an area for improvement that its mapping software was not fit for purpose. The Force is now able to map incident in order to analyse repeat vulnerabilities in any category of crime or incident. A specialist post has been established to focus on high harm areas such as CSE and mapping is a fundamental part of the Force's Problem profile approach

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, all of which have now been delivered.

Recommendation	Status	Due Date	Comment
10 Within three months, chief constables should put in place a process to report, at least once a year, the information they get from recording searches that involve the removal of more than an outer coat, jacket or gloves to their respective police and crime commissioners ¹⁰⁵ 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.	NEW GREEN	June 2015	A process has been established and a report will be presented to Police Committee in September 2016.

Welfare of Vulnerable People in Custody

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, all of which have now been delivered.

Recommendation	Status	Due Date	Comment
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. This should ensure that: <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 	NEW GREEN	December 2015	510 officers have completed Personal Safety Training [includes de-escalation] so far. The 5 Step appeal National Decision Making is part of the current phase of training. The required data has been collated and will be reported to Police Committee in September 2016.

Recommendation	Status	Due Date	Comment
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.			

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, 0 remain in progress.

Recommendation	Status	Due Date	Comment
<p>Page 97</p> <p>27</p> <p>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.</p>	CLOSED	December 2015	<p>A HMIC template for forces' use was planned for circulation in the Autumn of 2015, however, as at May 2016 no template has been published. CoLP has now been allocated areas of the Force Management statement to pilot although exact requirements are still awaited from HMIC - there remains no national progress in this area. Indications are now that the first Force Management Statements will not be required until 2017.</p> <p>Locally, CoLP is continuing to expand its understanding of demand. The first iteration of the demand templates has been completed and directorates have been tasked with thinking about a 'zero-build' of resources based on current and expected future demand. That work is expected to continue through September 2016. The force is now in a position however to respond to HMIC and the CoP re Force management statements when required to do so.</p>

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 closed and 0 are outstanding

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.	CLOSED	Will be determined following College of Policing rollout	The College of Policing has evaluated their trial for the new Stop and Search training package and the force has sent 5 officers on a train the trainer course. Completion of NCALT training must be completed prior to officers attending the CoP designed course – Supt Isaac has instructed all relevant officers to complete this training. CI UPD closed this action and will continue monitoring under PEEL Legitimacy 2015 actions.
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.	CLOSED	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 Best Use of Stop and Search requirements. Proposal to close.

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, 0 are still in progress

Recommendation		Status	Due Date	Comment
15	Stop and search data added to force crime maps	NEW GREEN	October 2015	The Force GIS implementation team report that Stop Search data has now successfully been mapped onto the Force system. This data and the GIS tool have been rolled out to officers and to specialist users.

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