Public Document Pack

Performance and Resource Management Sub (Police) Committee

Date: **THURSDAY, 23 FEBRUARY 2017**

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 (Ex-Officio Member)
Lucy Sandford
Deputy James Thomson

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

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**
   To agree the minutes of the meeting held on 30 November 2016.

   For Decision
   (Pages 1 - 6)

4. **OUTSTANDING REFERENCES**
   Report of the Town Clerk.

   For Information
   (Pages 7 - 10)

5. **3RD QUARTER PERFORMANCE AGAINST MEASURES SET OUT IN THE POLICING PLAN 2016-19**
   Report of the Commissioner of Police. *(Please note Appendix B is under Item 13 in the Non-Public Agenda).*

   For Information
   (Pages 11 - 48)

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

   For Information
   (Pages 49 - 72)

7. **PROPOSED FORCE PLAN MEASURES FOR 2017/18**
   Report of the Commissioner of Police.

   For Decision
   (Pages 73 - 106)

8. **HR DATA MONITORING APRIL 2016- DECEMBER 2016**
   Report of the Commissioner of Police.

   For Information
   (Pages 107 - 114)

9. **INTERNAL AUDIT UPDATE REPORT**
   Report of the Chamberlain.

   For Information
   (Pages 115 - 128)

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

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

12. **EXCLUSION OF THE PUBLIC**

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

Part 2 - Non-Public Agenda

13. **3RD QUARTER PERFORMANCE AGAINST MEASURES SET OUT IN THE POLICING PLAN 2016-19 - APPENDIX B**

Appendix B of Item 5 - 3rd Quarter Performance against measures set out in the Policing Plan 2016-19.

For Information
(Pages 129 - 136)

14. **WORKFORCE PLAN**

Report of the Commissioner of Police.

For Information
(Pages 137 - 238)

15. **ONE SAFE CITY PROGRAMME - REVIEW OF YEAR 2016-2017**

Report of the Assistant Town Clerk.

For Information
(Pages 239 - 250)

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

For Decision

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

For Decision

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PERFORMANCE AND RESOURCE MANAGEMENT SUB (POLICE) COMMITTEE
Wednesday, 30 November 2016

Minutes of the meeting of the Performance and Resource Management Sub (Police) Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 30 November 2016 at 11.30 am

Present

Members:
Deputy Douglas Barrow (Chairman)
Nicholas Bensted-Smith
Deputy Henry Pollard (Ex-Officio Member)
Lucy Sandford
Deputy James Thomson

Officers:

Caroline Al-Beyerty	-	Chamberlain's Department
Neil Davies	-	Town Clerk's Department
Ian Dyson	-	Commissioner, City of London Police
Alex Orme	-	Town Clerk's Department
Stuart Phoenix	-	City of London Police
Pat Stothard	-	Head of Internal Audit and Risk Management
Charlotte Taffel	-	Town Clerk's Department
Hayley Williams	-	City of London Police

1. **APOLOGIES**
Apologies for absence were received from Alderman Alison Gowman, Alderman Ian Luder and Kenneth Ludlam.

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 7 December 2016 be approved.

4. **OUTSTANDING REFERENCES**
RESOLVED – That the list of Outstanding References be noted and updated.

The Sub-Committee noted that the Commissioner and Assistant Commissioners' follow up reports were useful.

Workforce Plan

The Commissioner updated the Sub-Committee on the Workforce Plan. The draft plan completed early 2016 had not met HMIC's requirements. The revised plan had

been delayed due to a number of reasons outlined in a note sent to the Chairman including the resignation of the HR Director. The Commissioner noted that recruitment for a new HR Director was underway and that the post should be filled by April 2017.

In the note to the Chairman, the Assistant Commissioner had set out next steps to get the plan to an adequate standard and expected it to be complete by the end of January 2017. The Chairman would circulate the note to the Sub-Committee in relation to this. The next HMIC inspection was scheduled for 2017.

The Sub-Committee noted the importance of identifying future demand which will be critical in informing both the workforce plan, resource deployment and the future operating model. Discussion ensued on how future trends are predicted, the need for digital skills and the potential of using external consultants to produce the future demand profile.

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 September 2016.

The Chairman noted that 48 Standard Operating Procedures (SOP) had not been reviewed within a year of the set deadlines. The Commissioner explained that there had been some delay in getting policies signed off by the appropriate authority. Compared with the previous year these numbers were lower, and that further progress had been made since the audit work which reported figures for the end of April 2016. The PMG had received an update showing alower percentage which CoLP would circulate to the Sub-Committee.

The Chairman sought clarification on the amber items contained in the report and highlighted the outstanding recommendations. The items would be reviewed by the Commissioner. The Commissioner commented that the outstanding foreign currency would be banked that week and that the new cash management SOP would be presented to SMB in December. On gifts and hospitality, the CoLP were looking into best practice on ensuring the register was easy to use, accessible and up to date.

The Economic Crime Academy business plan would be in place by the new financial year. The Committee questioned the impact of demand on costs, and the Commissioner explained that a balance between public service and profitable work would be required.

It was confirmed that outstanding audit reports noted in the Schedule of Internal Audit Projects 2016/17 would be completed by March 2017. Recommendations were also outstanding from the audits completed on Standard Operating Procedure, Economic Crime Academy and Community Consultation. Dates for completion, in particular regarding the Telecoms PBX recommendations, were required, and the Chamberlain would come back to the Sub-Committee with an update and target completion dates once they had consulted with IT.

RECEIVED.

6. **CITY OF LONDON DOMESTIC ABUSE ACTION PLAN UPDATE**

The Sub-Committee received a report of the Commissioner of Police on the City of London Police Domestic Abuse Action Plan.

The Sub-Committee and the Commissioner welcomed the comprehensive report and the work completed on vulnerability which had greatly improved. It was suggested that the wording in the Foreword could be more inclusive surrounding equalities, other groups affected, such as men, and other forms of domestic abuse such as coercive control. It was also noted that there was no mention of Information sharing protocols with partners which would require monitoring. The Sub-Committee asked if it was possible for Front Desk staff to use audio recording, potentially body worn cameras, as current CCTV did not provide audio which could be useful. The Commissioner said he would explore this back in Force.

It was confirmed that awareness training for domestic abuse had commenced provided by Learning & Development and would continue between December 2016 and February 2017. It was further confirmed that the Domestic Abuse Problem Profile would be completed by the end of 2016.

With reference to work in progress on the Action Plan, the Chairman asked if work will be completed by April 2017 and whether it was an issue of staffing that prevented this work from moving forward. The Commissioner noted that the training package on domestic abuse was part of a sequence of training that is currently being undertaken, and while there are fewer officers, this was being carried out alongside other commitments.

The Chairman requested assurance that all 2016 action points were achieved or to be achieved by the end of the year, and asked that an updated action plan and timeline be circulated to the Sub-Committee.

RECEIVED.

7. **2ND QUARTER PERFORMANCE AGAINST MEASURES SET OUT IN THE POLICING PLAN 2016-19**

The Sub-Committee received a report of the Commissioner of Police summarising performance against measures set out in the Policing Plan 2016-19 for the period 1 April 2016 to 30 September 2016.

The Commissioner was satisfied with the position whilst noting areas that required improvement. Violence without injury was rising, and more needed to be done in terms of repeat offenders, warrants and patrolling. A profile on this has been commissioned by the Force PMG. Acquisitive crime and Anti-Social Behaviour (ASB), particularly aggressive begging, remained issues. The Chairman questioned whether there would be any value in breaking down statistics on victim vs. non victim based ASB which the Commissioner undertook to investigate to see if this was possible for the next quarter report.

The Chairman questioned if the numbers for recording ASB could be monitored on both the new and old recording system for a short period, as current trends were masked by the sudden increase in numbers under the new recording system. The CoLP noted that due to the new recording method this was not possible.

The Chairman questioned whether the Q2 measure on levels of victim-based violent crime was improving as the figures were marginal. The Commissioner asserted that the level of such crime was stable (positive) and had flattened out.

The Sub-Committee asked what the CoLP were doing on the issue of bike theft. This was an issue that affected Islington and Camden particularly and the CoLP are working with the Metropolitan Police in sharing intelligence. The Commissioner noted the need to act smarter in tackling the arrests of those who carry out this crime for example by using banning orders.

The Sub-Committee also questioned whether CoLP efforts on cyber-crime were having an effect, and asked the Commissioner to look into other regional or national figures as by means of comparison. The Commissioner noted that the Workforce Plan would take into consideration - advanced training and recruit new skillsets to meet future demand in tackling cyber-crime, as well as issues such as 24/7 reporting.

With regards to survey satisfaction, the Sub-Committee questioned why the response numbers for the Police Memorial event were exceptionally low. The Commissioner noted that this may be down to 'survey fatigue' experienced by those who receive online surveys. To improve response rates, the CoLP are looking into improving corporate communications and consolidating the number of surveys sent out. The Commissioner suggested a possible 'layering' approach so that only those showing dissatisfaction would be asked to complete a more detailed return. He said he would explore the possibilities of this back in force.

The Chairman noted that quarterly or six-monthly trend data for performance summaries would be beneficial, and that graphs for future meetings be produced in colour for electronic use.

RECEIVED.

8. **HMIC INSPECTION UPDATE**

The Sub-Committee received a report of the Commissioner of Police on the HMIC Inspection Update.

Following a letter exchange between the Commissioner & Chairman and the HMI, the Commissioner outlined to other Members that the assessments in grading did not match the narrative detail in the Legitimacy report. The HMI had emphasised that the CoLP were a good force and that they were confident the CoLP would meet future challenges. The concern of the Sub-Committee was the effect the report and the rating may have on public perception. The Commissioner stated that he would update Members once a response had been received from the HMI.

With reference to keeping children safe, the main issue was on surveys of children leaving custody, and who in the CoLP held absolute responsibility for child protection. The Commissioner confirmed that accountability would lie with Commander Operations (Vulnerability) and the Detective Chief Superintendent, Head of Crime Directorate (Public Protection).

The Chairman sought clarification that a progress update on the latest Efficiency Report HMIC recommendations would be delivered at the February Sub-Committee meeting. This was confirmed by the Commissioner.

The Commissioner drew attention to the areas graded inadequate which relate to ICT. An ICT Strategy was part of the CoLP's plans going forward and the Commissioner stated that he felt the HMIC had not taken into consideration that the Force had in the last year or so migrated from having an in-house IT function to an outsourced managed service. An IT Board existed within the force to share user requirements with the service providers. The Commissioner was content that all three HMIC recommendations from the Efficiency report were being addressed.

The Commissioner also noted that Crime Data would be addressed in the next inspection and that the CoLP had sufficient processes in place - with an independent crime force for audit recording taking place over the past 18 months which reported to the Assistant Commissioner. It was noted that the inspection does not consider risk, and relies on pure audit results. The Commissioner had commissioned a gap analysis on this and a meeting was being convened to discuss current shortcomings.

The Chairman questioned whether neighbourhood teams were closely aligned with the communities they served and were thus able to provide local intelligence on organised crime groups (OCGs) operating in their area. The Commissioner noted that this was not as applicable to the CoLP as it might be to other Forces with different types of organised crime groups – as the City OCGs focus on fraud/economic crime. Boiler rooms (using short term office lets) was used as the example to illustrate this point.

The Sub-Committee questioned the work with the Metropolitan Police Service in regards to integrated offender management, and it was noted that a proportionate amount of resource should be used to identify the three offenders relevant to the City.

The Commissioner noted that HMIC were satisfied that the CoLP were now fully compliant with the Best Use of Stop and Search Scheme, and an updated note on this would be circulated to Members.

RECEIVED.

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

10. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
The Commissioner noted that currently the CoLP were operating at a level that cannot be maintained, and that work was being done on assessing demand,

populating the workforce plan, and considering the operating model, including identifying inefficiencies, and assessing supervision levels and ranks within the CoLP. The challenge would be balancing the budget and medium term financial plan (MTFP), which the CoLP were working closely on with the Chamberlain and a paper will go to the Grand Committee regarding the MTFP in December. The Chamberlain noted that the Grand Committee would want assurance on value for money and a time frame for any gap in funding granted.

Looking forward, the Commissioner noted the capability threat even after the new workforce model has been completed.

The Sub-Committee briefly discussed the apprenticeship levy and how the CoLP is working with the City of London Corporation in this area.

11. **EXCLUSION OF THE PUBLIC**

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

12. **NON-PUBLIC MINUTES**

RESOLVED – That the non-public minutes of the meeting held on 7 September 2016 be approved.

13. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no non-public 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 non-public urgent items.

The meeting ended at 12.55

Chairman

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PEFORMANCE AND RESOURCE MANAGEMENT SUB (POLICE) COMMITTEE

OUTSTANDING REFERENCES

No.	Meeting Date & Reference	Action	Owner	Status
1.	**7/9/2016** Item 11 Workforce Plan	Chairman requested that the final version be submitted to the November Sub Committee	Police	Complete- This is on the agenda for the February meeting.
2.	**30/11/2016** Item 4 Outstanding References (Workforce Plan)	Chairman to circulate the note on the next steps towards producing the Workforce Plan to the Sub-Committee Members	Town Clerk	Complete- Town Clerk circulated e-mail to Members on 01/12/2016.
3.	**30/11/2016** Item 5 Internal Audit Update Report	Chairman requested that the up to date figures in respect of SOPs with reviews outstanding be circulated. The PMG had seen the revised figures.	Police	Complete- An update was sent to Members in an interim note which was circulated to members on the 17th January 2017.
4.	**30/11/2016** Item 5 Internal Audit Update Report	Chairman wanted the amber and red recommendations specified in the main body of the Internal Audit Report going forwards.	Chamberlain	On-going- No further recommendatio ns have been agreed with the Police to date.
5.	**30/11/2016** Item 5 Internal Audit Update Report	Chairman requested an update on the recommendations from the audits completed on Standard Operating Procedures.	Police	Complete- This was included in the interim note which was circulated to members on the 17th January 2017.
6.	**30/11/2016** Item 5 Internal Update Report	Chairman requested an update on the PBX telecoms recommendations in consultation with IT	Chamberlain	On-going- No date of implementation has yet been set. The phone system is now being managed

				by PSD.
7.	**30/11/2016** Item 5 Internal Audit Update Report	Chairman requested dates for completion be given as part of the updates for all audit recommendations in Appendix 2.	Chamberlain	Complete- Dates have been added to Appendix 2 as requested.
8.	**30/11/2016** Item 6 City of London Domestic Abuse Action Plan	Chairman requested that updates on the action plan items shown to be completing in 2016 be circulated to the Sub-Committee.	Police	Complete- the updated DA action plan was circulated with the interim note to Members on the 17th January 2017.
9.	**30/11/2016** Item 7 2nd quarter performance against measures	Chairman requested that the Police look into breaking down the statistics on victim-based vs. non victim-based ASB.	Police	Complete- A breakdown of ASB incidents is appended to the Q3 Performance Report on the agenda- However, it is currently not possible to breakdown into victim based and non victim based owing to the structure of the CAD.
10.	**30/11/2016** Item 7 2nd quarter performance against measures	Chairman requested the Commissioner look into regional/national figures to compare effectiveness of CoLP efforts on tackling cyber-crime	Police	Complete- this will not be possible and the rationale for this was outlined in the interim note sent out to Members on the 17th January 2017.
11.	**30/11/2016** Item 7 2nd quarter performance against measures	Chairman requested that either quarterly or six monthly trend data for performance measures are included in future reports to track short term trends in performance.	Police	Complete- Is included in performance report to Sub where available.

12.	**30/11/2016** Item 7 2nd quarter performance against measures	Chairman requested that graphs be produced in colour for electronic use.	Police.	Complete- Formatted in colour for this Sub Committee.
13.	**30/11/2016** Item 8 HMIC Inspection Update	The Commissioner noted that HMIC were satisfied that the CoLP were now fully compliant with the Best Use of Stop and Search Scheme.	Police	Complete- this was included in the interim update note circulated to Members on the 17th January 2017 attaching a copy of letter received from HMIC.

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Committee(s): Police Performance and Resource Management Sub-Committee	**Date**: 23rd February 2017
Subject: 3rd Quarter Performance against measures set out in the Policing Plan 2016-19	**Public**
Report of: Commissioner of Police Pol 12-17	**For Information**

Summary

1. This report summarises performance against the measures in the Policing Plan 2016-19 for the period 1st April 2016 to 31st December 2016.

Measure	TREND Qtr 4 (15/16)	TREND Qtr 1 (16/17)	TREND Qtr2 (16/17)	TREND Qtr3 (16/17)
1. The number of specific counter terrorism deployments tasked that are completed.	**Stable Positive***	**Stable Positive***	**Stable Positive*[1]**	**Stable Positive***
2. The percentage of those surveyed who are confident that the City of London is protected from terrorism	**Improving**	**Stable**	**Improving**	**Stable Negative**
3. The education and enforcement activities delivered to support the City of London Corporation's casualty reduction target	**Stable Positive**	**Stable Positive**	**Stable Positive***	**Stable Positive**
4. The number of disposals from manned enforcement activities	**Improving**	**Deteriorating**	**Stable Positive***	**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	No survey in 4th qtr	No survey in 1st qtr	**Deteriorating**	**Deteriorating**
6. The level of victim-based violent crime	**Deteriorating**	**Deteriorating**	**Stable Positive**	**Stable Negative**
7. The level of victim-based acquisitive crime	**Improving**	**Stable**	**Stable Negative**	**Stable Negative**
8. The capacity and capability of the Force to deal with the threat posed by cyber crime	**N/A**	**Stable**	**Stable Positive**	**Stable Positive**
9. The level of antisocial behaviour incidents	**Improving**	**Improving**	**Deteriorating**	**Stable Positive**
10. The percentage of victims of fraud investigated by the Economic Crime Directorate who are satisfied with the service provided	**Stable Negative**	**Improving**	**Stable Positive**	**Stable Negative**
11. The number of City Fraud Crimes Investigated resulting in a positive action whether through offender disposal, prevention or disruption	**Stable Positive**	**Stable**	**Stable Positive***	**Stable Positive**
12. The value of fraud prevented through interventions	**Improving**	**Improving**	**Improving**	**Stable Positive**
13. The attrition rate of crimes reported to Action Fraud	**Stable Positive**	**Improving**	**Improving**	**Improving**

*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	**Stable Negative**	**Stable Improving**	**Stable Negative**	**Stable Positive**
15. Level of the National Lead Force's return on investment	**Deteriorating**	**Improving**	**Improving**	**Improving**
16. The percentage of victims of fraud who are satisfied with the Action Fraud reporting service (online)	**New criteria**	**New criteria**	**Stable Negative**	**Stable Negative**
17. The level of satisfaction of victims of crime with the service provided by the city of London police	**Stable Positive**	**Stable Positive**	**Stable Negative**	**Stable Positive**
18. The percentage of people surveyed who believe the police in the City of London are doing a good or excellent job	**Next survey not until Oct 2016**	**Next survey not until Oct 2016**	**Survey results to be reported in Q3**	**Deteriorating**

Recommendation

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

Main Report

Background

1. This report presents Force performance against the measures published in your Committee's Policing Plan 2016-19 at the end of the 3rd quarter 2016-17 (to 31st December 2016) of the 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.

Current Position

Overview of Force Performance

4. A comparison with the same period in 2015-16 shows that between 1st April and 31st December 2016:

   - Total victim-based crime (which includes violence against the person, sexual offences, robbery, burglary, theft and criminal damage) stood at 3,547 offences, compared to 3,355 offences at the same the previous year, an increase of 192 offences (+ 5.7%). This has principally been

caused by an overall increase in levels of both acquisitive crime (163 more offences than last year (+6.6%) and violent crime (49 more offences (+7.1%).

- Crimes against statute, which includes drugs offences, possession of weapons, public order offences and 'miscellaneous crimes against society'[2], fell by -4.3% or 27 fewer offences (605 crimes compared to 632 the previous year).

- At the end of September 2016, total notifiable crime had increased by 4.1% or 165 offences (4,152 crimes compared to 3,987 the previous year). The rate of rise is slightly below the 4.9% recorded at the end of the second quarter.

5. In addition to those items reported in this year's previous report to your Sub Committee, notable Force achievements and activities during the 3rd quarter 2016/17 include:

- In October, following an investigation by the Dedicated Cheque and Plastic Card Unit (DCPCU) a fraudster was jailed for 5 years 4 months for running a counterfeiting factory from his home.

- Action by the Community Policing Team resulted in the recovery of a rare and valuable chalice in the City of London which has since been returned to a church in Northamptonshire.

- Men behind a boiler room operation that defrauded £7.5m from 193 victims were jailed for 35 ½ years at Southwark Crown Court following an investigation by the City of London Police.

- An investigation by the Public Protection Unit resulted in the imprisonment for 12 months of a City worker who was found guilty of sexually assaulting two women he worked with in the Heron Tower.

- During December, the Force conducted an 'Operation Mass' exercise, targeting fugitives. The operation resulted in 24 addresses being visited leading to the capture of 8 fugitives, which included people originally arrested for burglary, actual bodily harm, fraud and handling stolen goods.

- Twelve men received a range of sentences from community orders to imprisonment for their part in a violent altercation involving Queens Park Rangers (QPR) fans and other football supporters August 2015 at a public house in Bishopsgate. This followed an investigation by the Crime Directorate's Major Investigation team, assisted by Metropolitan Police Service Central Football Unit.

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

Performance against measures

6. **Measure 4 - The number of disposals from manned enforcement activities.** The measure has been assessed as deteriorating based on the assessment criteria of diminishing numbers of offences. However, this is not necessarily a reflection on the activities of the Transport and Highways Operational Group (THOG) or their effectiveness. The measure effectively only reports against 1 of the 5 harms that the group was set up to address, and they are also engaged in activities that support 27 Key Performance Indicators set by Transport for London. Given that the group's activity has not reduced, it is logical to assume that their activities are having the desired effect of reducing offending on the roads of the City of London , which is borne out by the statistics reported in the third quarter. This highlights that the actual issue is with how the measure is assessed opposed to the fact that reducing levels of criminality is a problem. A proposal to amend the assessment criteria for this measure will be discussed at the next Force Performance Management Group.

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**. Although this measure has been assessed as deteriorating, the low level of respondents means that no meaningful assessment can be made. The Force experienced low return data in its first 2 surveys (which has been mirrored in other surveys undertaken by the Force within year). Corporate Communications has locked down the survey monkey tool to begin centralising the way surveys are undertaken within Force and help to mitigate against survey fatigue as it has been identified that the Force is surveying the same individuals multiple times from different areas. PMG tasked Corporate Communications and Strategic Development with evaluating the Force survey structure to define what should be surveyed and how this should be undertaken so that the response rate can be improved and the data made more meaningful.

8. A benchmarking exercise has been undertaken so the Force can create its own survey strategy. Further event surveys have therefore been postponed until a set strategy has been defined and the Force will be clear on when and who will be surveyed in a joined up fashion to prevent survey fatigue from City residents and businesses. This decision has been taken as a Force measure is currently being scored against the response from 23 individuals (only 5 for the Lord Mayor's Show) which simply does not represent a sample size that can be used to assess how improvement action can be taken. Future surveys will form measures within the Force survey strategy which will go live for the 2017/18 business year.

9. **Measure 9 – The number of antisocial behaviour incidents**. This measure has been assessed as Stable/positive based on the improving situation over the past two months compared to the end of Quarter 2. However, it is accepted that the level is significantly higher than the 15/16 level, the reasons

for which were reported to your last Sub Committee. Members might recall this was due to a recording issue where some incidents of ASB were being incorrectly coded by staff, resulting in almost 50% of incidents not being recorded correctly as ASB. It was noted that the Force had reviewed those cases that were incorrectly coded to ensure that no vulnerable people were affected. It has also not affected the service victims have received. The incorrect coding was a training issue and has been rectified; however, the result is that the Force can expect the level of ASB to be approximately 50% higher than it has historically been recorded.

10. Members also requested a detailed breakdown of ASB at your last Sub Committee. This request was repeated by the Chairman at the Police Committee in January this year. The breakdown, with some temporal analysis is included as Appendix B to this report for Members information.

11. **Measure 18 - The percentage of people surveyed who believe the police in the City of London are doing a good or excellent job.** The 2016 survey results show a marked decrease from the 2015 survey (54.25% compared to 80.11%. An identical question set was used so that a direct comparison could be made, however, it is believed that this was also inadvertently the cause of the fall in satisfaction levels. One of the questions asks participants to rank issues that are important to them, from a list of 18 choices. One of those choices referred to 'problem cyclists' to describe cyclists who cycle inconsiderately or in breach of road traffic legislation.

12. During the first week of the survey a cycle activist on twitter who has over 20,000 followers picked up the Force survey and took exception to the use of the definition 'problem cyclists'. As a result of this a number of tweets were made to the Force which Corporate Communications were aware of. This tweet ran over the course of a weekend and it is notable that during this period the vast majority of comments were made in the survey against the Force being either anti-cycling or highlighting the traffic issue within the City and by extension, registering dissatisfaction with how the City is policed. Whilst inconsiderate cycling will continue to be included in the survey, it will in future be expressed in different terms. It should be noted that in all other respects the results of the survey were consistent with the previous year's.

Background Papers:

- **Appendix 'A' Performance Summary**

Contact:

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APPENDIX A – PERFORMANCE SUMMARY FOR 1st APRIL – 31st DECEMBER 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 4 2015/16: STABLE**	**Qtr 1 2016/17: STABLE**	**Qtr 2 2016/17: STABLE**	**Qtr 3 2016/17: STABLE**

Main measure

Uniform Policing provides daily CT patrols in the City. The areas that are chosen are those that our Counter Terrorist Security Advisors indicate are either sites of CNI (Critical National Infrastructure), routes to such sites or 'soft' targets such as tourist or shopping areas. These deployments are complemented by patrols of our dedicated core team who operate under Project Servator.

Current Threat Level: Severe

Over the course of the 3rd quarter all tasked deployments were completed, resulting in 147 stops and searches and 41 arrests, although none of the arrests were for terrorist linked offences.

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 overleaf 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	134	103	77	55	131	75			
Percentage consider Force capable	**97%**	**98%**	**97%**	**98%**	**98%**	**98%**	**98%**	**98%**	**98%**			
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%
Number Argus Attendees	136	131	96	176	20	99	91	37	58			
Percentage consider Force capable	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**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	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. **GUIDE**: Over the course of 2014-15, the Force recorded levels ranging from 85% to 90% people surveyed. It is valid to use a numerical guide here as what is being measured is peoples' perception, i.e. no perverse incentives or action can be used to influence performance against this measure.			
ASSESSMENT	**Qtr 4 2015/16: New measure**	**Qtr 1 2016/17: STABLE**	**Qtr 2: 2016/17 IMPROVING**	**Qtr 3: 2016/17 STABLE/DETERIORATING**

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%**	**97.1%**	**90.7%**	
2015/16	**-**	-	**-**	90.4%

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.

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 4 2015/16: STABLE**	**Qtr 1 2016/17: STABLE**	**Qtr 2 2016/17: STABLE**	**Qtr 3 2016/17: STABLE**

October 2016

During October officers participated in CoL's 'Light Angel' campaign, giving lights out to pedal cyclists. Speeding operations were conducted, complemented by TISPOL Op Truck and Bus, Op Atrium and public carriage office operations. Other activities were cancelled to be replaced at short notice for patrols of Tower Bridge. The Force participated in NPCC week long 'No Insurance' campaign, utilising the Force's ANPR. There were only 28 vehicles that activated a total of 56 times, none of which resulted in offences being identified or seizures.

November 2016

During November officers participated in a cycle safety event at Blackfriars Bridge in relation to changes to the Cycle Superhighway and continued to support educational activities to cyclists on CoL's Light Angel campaign. Officers participated in Op Trivium and counter terrorism awareness week, stopping 22 vehicles and identifying 10 offences. This resulted in 10 fixed penalty notices for a range of offences relating to drivers hours and tachograph use with fines totalling £2350. One foreign national driver was wanted on SIS alert to another country on a locate and report status. There were 29 drug driving tests, all of which were negative. The focus during the month continued on the 'five sources of danger':

1. Travelling too fast 2. Distractions 3. Risky manoeuvres 4. Driving under the influence of alcohol and drugs 5. Failing to comply with the law of the roads

December 2016

Officers supported the CoL Christmas campaign highlighting the dangers of inattention. The whole of December was allocated to NPCC Drink and Drug drive campaign, one of the five key areas of enforcement, which resulted in 109 breath tests for alcohol leading to 3 arrests. There were a further 50 roadside drug tests, leading to 6 arrests.

There were ten operations and 461 compliance checks undertaken with 42.4% hackney carriages found non-compliant and 37.6% of private hire vehicles. Three drivers were

reported for taxi licence revocation. Some operations were supported by police officers trained in behaviour detection or the DWP and Public Carriage Office compliance staff. Taxi ops resulted in 6 arrests for offences ranging from wanted on warrant, drug driving, possession of Class A drugs with intent to supply, possession of cannabis, fraudulent identity documents and seizures for no insurance and no driving licence

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	6	3	1	6	3	1				30

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 4 2015/16: IMPROVING**	**Qtr 1 2016/17: DETERIORATING**	**Qtr 2 2016/17: STABLE**	**Qtr 3 2016/17: DETERIORATING**

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.

See table below

April 2015 - March 2016	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	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. The table overleaf for the current year shows a deteriorating position. However, please see Paragraph 6 in the Main Report for an explanation.

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	4	23	13	7	5	2				101
Without due care and attention - EFPN	0	1	0	3	6	0	0	2	2				14
Without consideration to others - TOR	1	0	0	0	4	4	1	3	1				14
Without consideration to others - EFPN	0	0	0	0	0	0	0	0	0				0
Community Road Watch 1st warning letter sent for speeding in 20mph zone	31	20	20	20	20	20	19	34	28				212
Speed 20 - TOR	104	45	31	10	19	2	23	13	37				284
Speed 20 - EFPN	19	8	11	7	14	1	10	11	21				102
Speed 30 – TOR	0	0	0	1	0	0	0	1	4				6
Speed 30 - EFPN	0	0	0	0	1	0	0	1	6				8
Seatbelts - TOR	13	13	2	8	12	3	13	13	10				87
Seatbelts - Ticket	3	2	0	3	14	10	0	1	4				37
Mobile phones - TOR	34	67	112	79	76	78	26	71	27				570
Mobile phones - EFPN	10	2	11	7	5	7	0	10	8				60
Op Atrium	65	67	0	77	176	28	22	25	0				460
**Number attending Op Atrium Road Show*	*31*	*39*	*0*	*36*	*58*	*12*	*0*	*8*	*0*				
Safe Ride Safe Road	4	6	6	5	4	0	0	3	0				28
SRSR who completed the course	0	0	0	0	2	0	0	2	0				4
TOTAL	301	243	211	224	376	166	121	195	150				1987
Quarterly totals	755			766			466						1987

*****_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 4 2015/16: STABLE**	**Qtr 1 2016/17: NO SURVEY**	**Qtr 2 2016/17: DETERIORATING**	**Qtr 3 2016/17: DETERIORATING**

Event	Date	Satisfaction rate	TREND
Police Memorial	September 2016	77.8%	↓
Lord Mayor's Show	November 2016	60.0%	↓

Event	Police Memorial	Lord Mayors Show
Number of responses	18	5
Information provided about right	14 (77.78%)	3 (60%)
Information provided slightly too long	3 (16.67%)	2 (40%)
Information provided slightly too short	1 (5.56%)	0

Total number of responses	23
Total number satisfied	17
Overall Satisfaction rate	73.9%

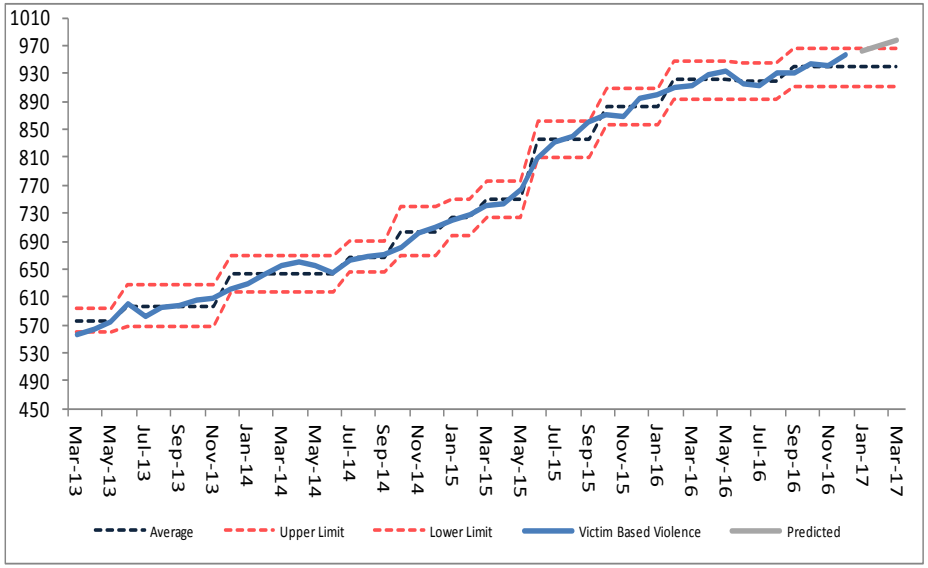
2013/14 average	90.0%
2014/15 average	90.2%
2015/16 average	94.5%
2016/17 average	**73.9%**

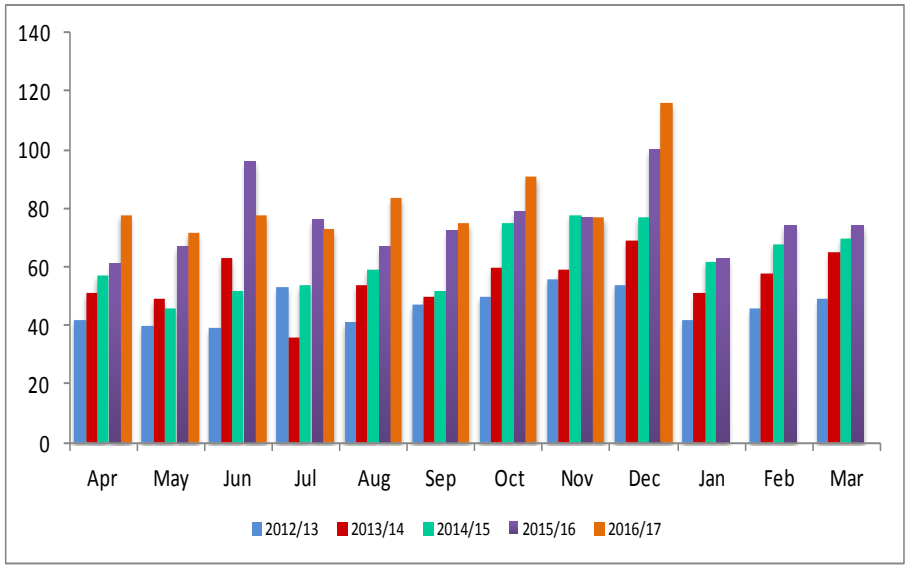
The Force experienced low return data in its first 2 surveys and this has also been reflected in other surveys undertaken by the Force within year. Corporate Communications has locked down the survey monkey tool to begin centralising the way surveys are undertaken within Force and help stop survey fatigue as it has been identified that the Force is surveying the same individuals multiple times from different areas. PMG have tasked Corporate Communications and Strategic Development with evaluating the Force survey structure to define what should be surveyed and how this should be undertaken so that we can increase response rate and the value of data. A benchmarking exercise has been undertaken so the Force can create its own survey strategy. Further event surveys have therefore been postponed until a set strategy has been defined and the Force will be clear on when and who will be surveyed in a joined up fashion to prevent survey fatigue from City residents and businesses. This decision has been taken as a Force measure is currently being scored against the response from 23 individuals which does not represent a sample size that can adequately be used to assess how improvement action can be taken. Future surveys will form measures within the Force survey strategy which will go live for the 2017/18 business year.

Measure 6	Levels of victim-based violent crime.			
AIM/RATIONALE	The aim of this measure is to provide the Force with sufficiently detailed information (intelligence and statistics) to allow it to manage its response to violent crime efficiently and effectively. Victim based violent crime is one of two categories of crime (the other being acquisitive crime) that constitutes the greatest volume of crime.			
DEFINITIONS	"Victim-based violent crime" comprises homicide, violence with injury, violence without injury and sexual offences. "Systemic increase" is one that is 6 consecutive increases above the mean or 4 consecutive increases above a tolerance level			
MEASUREMENT	PMG will receive data around current levels of victim-based violent crime, trend information and analysis. **Note**: w.e.f. 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. **GUIDE: IMPROVING:** Reducing trend of victim-based violent crime **STABLE:** Level of crime within statistical tolerance levels (as indicated monthly on performance charts) **DETERIORATING:** Unstable trends or systemic increase in levels of violent crime			
ASSESSMENT	**Qtr 4 2015/16: DETERIORATING**	**Qtr 1 2016/17: DETERIORATING**	**Qtr 2 2016/17: STABLE/ IMPROVING**	**Qtr 3 2016/17: STABLE/DETERIORATING**

Monthly Totals	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	FYTD
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	78	72	78	73	84	75	91	77	116				744

Victim Based Violence	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2015-16 (month)	61	67	96	76	67	72	79	77	100	63	74	74
2016-17 (month)	78	72	78	73	84	75	91	77	116			
Change (month)	**17**	**5**	**-18**	**-3**	**17**	**3**	**12**	**0**	**16**			
	27.9%	**7.5%**	**-18.8%**	**-3.9%**	**25.4%**	**4.2%**	**15.2%**	**0.0%**	**16.0%**			
2015-16 (YTD)	61	128	224	300	367	439	518	595	695	758	832	906
2016-17 (YTD)	78	150	228	301	385	460	551	628	744			
Change (YTD)	**17**	**22**	**4**	**1**	**18**	**21**	**33**	**33**	**49**			
	27.9%	**17.2%**	**1.8%**	**0.3%**	**4.9%**	**4.8%**	**6.4%**	**5.5%**	**7.1%**			
Prediction 16/17 FY End	-	1004	954	896	880	896	957	975	979			





Based on reportable data during December 2016, 116 victim based violent crimes were reported, (16 more than reported last FY). FYTD stands at 744 crimes compared to 695 last years (+7.1%). The FY end prediction is showing a monthly an increase and now stands at 979 crimes (an increase based on last month's prediction by 4 crimes). **Based on HO data as of November 16 nationally violent crime is showing a 16.59% increase, Met is showing an increase of 4.23% and Westminster showing an increase of 7.08%.**

	Iquanta Data							
	CoLP		Westminster		MET		National	
	2015/16 Apr-Nov	2016/17 Apr-Nov	2015/16 Apr-Nov	2016/17 Apr-Nov	2015/16 Apr-Nov	2016/17 Apr-Nov	2015/16 Apr-Nov	2016/17 Apr-Nov
Violence w Injury	256	249	2215	2244	49919	51042	287527	310771
Violence w/o Injury	274	338	3257	3537	74169	77638	359895	447251

Based on the Iquanta publication for:

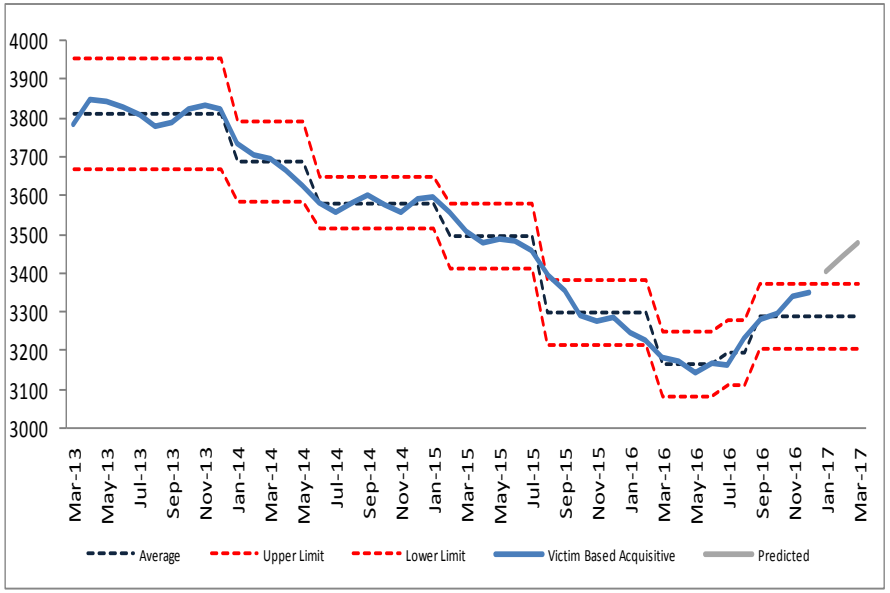
- Violence with Injury - CoLP is showing -2.73% reduction, Westminster is showing 1.31% increase, Met is showing 2.25% increase and nationally 8.08% increase.
- Violence without Injury CoLP is showing 23.36% increase, Westminster is showing 8.60% increase, Met is showing 4.68% increase and nationally 24.27% increase.

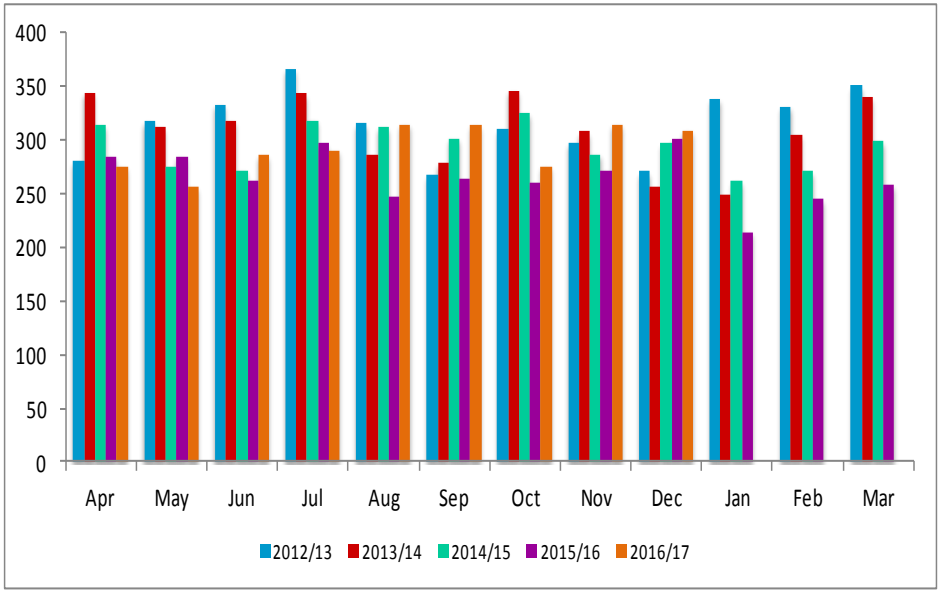
Measure 7	Levels of victim-based acquisitive crime.
AIM/RATIONALE	The aim of this measure is to provide the Force with sufficiently detailed information (intelligence and statistics) to allow it to manage its response to acquisitive crime efficiently and effectively. Victim based acquisitive crime represents 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 **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 4 2015/16: STABLE/IMPROVING	Qtr 1 2016/17: STABLE	Qtr 2 2016/17: STABLE /DETERIORATING	Qtr 3 2016/17: STABLE /DETERIORATING

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	276	257	286	291	315	314	276	315	309				2,639

Victim Based Acquisitive	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2015-16 (month)	285	285	263	297	248	264	261	272	301	215	245	258
2016-17 (month)	276	257	286	291	315	314	276	315	309			
Change (month)	-9	-28	23	-6	67	50	15	43	8			
	-3.2%	-9.8%	8.7%	-2.0%	27.0%	18.9%	5.7%	15.8%	2.7%			
2015-16 (YTD)	285	570	833	1130	1378	1642	1903	2175	2476	2691	2936	3194
2016-17 (YTD)	276	533	819	1110	1425	1739	2015	2330	2639			
Change (YTD)	-9	-37	-14	-20	47	97	112	155	163			
	-3.2%	-6.5%	-1.7%	-1.8%	3.4%	5.9%	5.9%	7.1%	6.6%			
Prediction 16/17 FY End	-	2915	3054	3057	3254	3429	3527	3502	3,478			





Based on reportable data during December 2016, 309 victim based acquisitive crimes were reported, (8 more than the same month last year). FYTD stands at 2639 crimes compared to 2476 last year (+6.6%). Predictions based on the current 12 rolling month trend suggest the force will end the year with 3478 offences (a reduction based on last month's prediction).

Based on HO data as of November 16 Nationally acquisitive crime is showing a 4.19% increase, Met is showing an increase of 3.07% and Westminster showing a reduction of 2.28%.

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	**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: • 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. 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. **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.			
ASSESSMENT	**Qtr 4 2015/16 NA**	**Qtr 1 2016/17: STABLE**	**Qtr 2 2016/17: STABLE**	**Qtr 3 2016/17: STABLE**

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.

Mainstream Cyber Crime Training

L&D continue to roll out MCCT training to staff throughout the organisation with 551 staff having received this College of Policing accredited training throughout the organisation. These numbers represent an increase of 40 trained staff from the previous reporting period, with additional courses scheduled in February 17.

Fire Brand Training

The force has seven operational front line members of staff that have attended the accredited 'Fire Brand' training. However due to staff movement within the crime directorate there is now a skills gap within the DIU with new members of staff requiring this specialist training. This programme is still considered to be the appropriate advanced level training for complex cyber-crime investigations including network intrusion and hacking.

High Tech Crime Unit

The Hi-Tec Crime Unit is responsible for the entire range of activities from the basic imaging through to complex investigations and on-site analysis. In order to meet the demands placed upon the unit, a training matrix is maintained to identify the requirements of the role, the training modules for specific software use, training courses for core and more specialised skills and wider technical knowledge. It is also used to identify resilience issues relating to specific skills or functions required by the unit or the Force as a whole. In the past few months 6 members of staff have undergone modular training in the use of EnCase Forensic software across separate areas including Host intrusion, Advanced Internet Examinations, Computer Forensics 1 and 2, Encase Examination Certified Examiners (exam and qualification), NTFS and Incident response. In addition, 1 member of staff has successfully completed the SANS Advanced Digital Forensics, Incident Response and Threat Hunting examination (GCFA qualification). The matrix for staff training requirements for HTCU ensures that the following requirements are met by the team (if not each individual); Encase passport (7 modules), Advanced Digital Forensics and Incident response, Core skills in mobile forensics and data recovery, Spektor triage, Cellebrite UFED analyser, 7Safe Digital Forensics Passport (5 modules), Maquisition, Internet Evidence Finder (IEF), Blacklight Mobilyze and Intella Pro.

Digital Media Investigators

There remains six fully trained Digital Media Investigators (DMIs) within the force. DMIs are Tactical Advisors to SIOs & IOs in relation to both serious and volume crime. On 13.01.17, the CoLP hosted the first College of Policing – London Region CPD event for DMIs with attendance from NCA, MPS, BTP, HMIC and CoLP receiving inputs Communication Data, Open Source Intelligence, Digital Search and Seizure, Effective Management of DMI and Triage of Digital Forensics. As part of the wider South East Region, Force DMI's will participate in a more structured CPD programme attending regional events following a more structured quarterly module approach.

Operation FALCON – Regional Capability

The Force continues to have two officers on funded secondment with the MPS FALCON London Cyber ROCU team to enhance London's regional capability. In addition to this collaboration with London Cyber ROCU the Force has also established strong ties with the NCA's National Cyber Crime Unit (NCCU).

Crime Levels & Trends in Previous Quarter

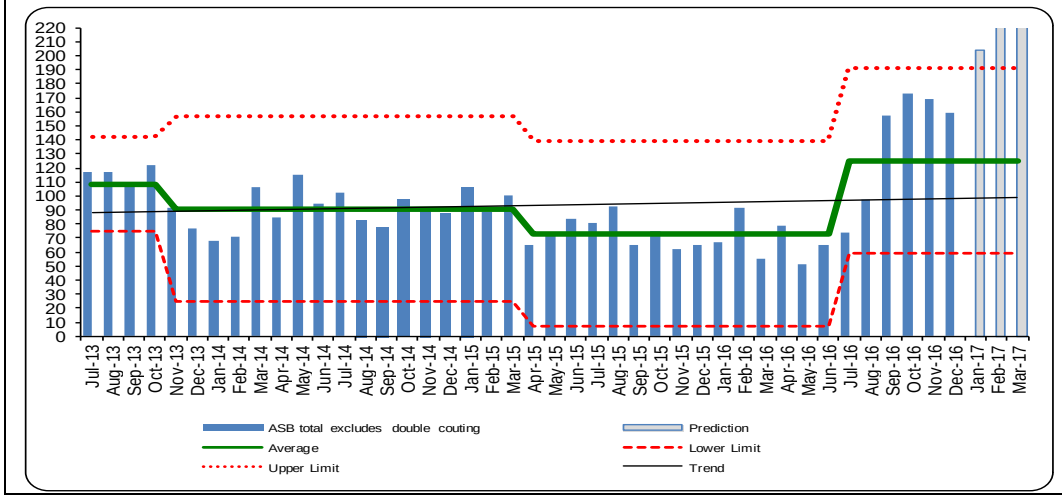
A total of 56 cyber-crime referrals were disseminated to the CoLP in 2016, with Hacking and Denial of Service Attack's accounting for 93% of all referrals. 11 crimes were reported within the 3rd quarter (Oct-Dec) and reporting levels remained reasonably consistent throughout 2016.

All local level cyber dependent crimes are investigated within the Digital Investigation Unit of the Crime Directorate. Capacity and staffing levels within the DIU is currently under review to ensure the force has sufficient resources to tackle the ongoing threat from Cyber-Crime.

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	Assessment of performance will be based on data around current levels of ASB, trend information and analysis. **GUIDE:** **IMPROVING:** Reducing trend in levels of antisocial behaviour incidents (as indicated monthly on performance charts) **STABLE:** Level of ASB within statistical tolerance levels (as indicated monthly on performance charts) **DETERIORATING:** Systemic increase in levels of antisocial behaviour incidents			
ASSESSMENT	Qtr 4 2015/16: IMPROVING	Qtr 1 2016/17: IMPROVING	Qtr 2 2016/17: DETERIORATING	Qtr 3 2016/17: STABLE/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	50	64	71	96	153	169	165	136			

April 2015 – December 2015: 662
April 2016 – December 2016: 983



Issues & Performance

ASB levels continue to remain low in the City however the CoLP will expect to see a numerical increase of ASB this is due to the correct classification of ASB calls.

The force has had an issue in December with a resident in The Golden Lane Estate (a resident was becoming intoxicated, threatening harm to police officers and to himself. There were in excess of ten calls to his address over a two week period. This also led to complaints from neighbours who were feeling alarmed and harassed by his behaviour. As a result of partnership working with the Corporation, the following actions were carried out:

- Community Protection Warning Notice issued by Corporation Housing with CoLP
- Environmental Protection Act Warning Notice issued by Corporation Housing with CoLP
- Eviction Warning Notice issued by Golden Lane Estates Manager in consultation with CoLP
- First Stage Harassment Warning Letter issued by CoLP following a crime raised by a neighbour
- Case conference with all stakeholders held at the Guildhall which resulted in a decision to raise an emergency injunction through the courts

Op. Alabama – this is a targeted intervention and enforcement strategy working in partnership with the Metropolitan Police in the use of Community Protection Notices (CPN's). A CPN is intended to deal with particular, ongoing problems of nuisances which negatively affect the community's quality of life by targeting the person responsible. The operation utilises the powers under the Crime and Police Act 2014. The offender is given a written warning with regards to their conduct and if this behaviour does not stop within a certain time period they will be issued a CPN.

3 x Community Protection Notices issued for begging/loitering and ASB since the last reporting month.

Op Ice – this is a targeted operation aimed at foreign nationals sleeping rough/illegally working in the City. The operation is carried out with UKBA/St. Mungo's. The outcome of this operation which occurred in December resulted in 3 x arrests/deportations.

Noise and Rowdiness

While the Corporation is responsible for noise enforcement, we have continued to respond to ASB complaints around licensed premises/hotels and serviced apartments.

Unlicensed Street Traders

Communities and Partnerships officers continue to support the CoL Licensing Street Enforcement officers with joint operations with the aim to reduce illegal street trading in the City.

Serviced Apartments

Communities and Partnerships are working with the Town Planning Office at the Corporation of London to address the issue of short lets in breach of regulation. CoL have identified a number of short lets in Trinity Square and a Planning enforcement action is being decided upon.

ASB Satisfaction Dip Sample – Over the reporting period, 30 ASB were contacted regarding their satisfaction with the police response to their call. 17 were completely satisfied, 12 were very satisfied and 1 was fairly satisfied. As no-one expressed any dissatisfaction with the police response, this represents a 100% satisfaction rate.

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	"**Investigation**": - This is all UNIFI crime records classified as "Fraud Investigations – Substantive offences recorded in Action Fraud" allocated to ECD Operational Teams. "**Victim**" – Victims include those whose referrals have been adopted for investigation by ECD. Given the nature and duration of economic crime investigations it is highly probable that these victims will have been captured by the Victim Code even if the ultimate outcome is NFA. **"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. **"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.
MEASUREMENT	Measurement will be by survey. ECD will have the overall satisfaction figure by the beginning of the second week in the new quarter to report to the Force Performance Monitoring Group. The full report to follow in slower time. **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. **IMPROVING:** Increasing % or within 10% of pervious 15/16 average of overall victim satisfaction (Currently 70%). **STABLE:** Quarters data below the threshold of 15/16 average. **DETERIORATING:** Two consecutive quarters below threshold of the 15/16 average.

ASSESSMENT	Qtr 4 2015/16: STABLE	Qtr 1 2016/17: IMPROVING	Qtr 2 2016/17: STABLE	Qtr 3 2016/17: STABLE

	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%**	**74%**	**60%**		**77%**	**75%**	**▲ 2%**
Level of satisfaction in outcome of investigation (Valid Responses)	70%	100%	33%	44%		42%	68%	▼ 24%
Number of invitations sent to victims to participate.	67	31	153	60		184	162	▲ 14%
Number of victims completing survey.	30	10	82	20		92	73	▲ 14%

2014/15 AVERAGE: 68% (introduced in 2014/15 therefore no 2013/15 levels available)
2015/16 AVERAGE: 76%

Analysis of trends and activity

In Quarter 3 2016/17 **60%** of respondent victims stated that they were satisfied with the overall service provided by ECD officers during their investigation. As this is below the performance threshold this measure is assessed as requiring close monitoring. It should be noted that only **10%** of respondents were dissatisfied with the service received. The

other **30%** being neither satisfied nor dissatisfied.

The statistics for this measure were taken from a top-line report provided by the independent research company. A full analysis of the survey will be undertaken upon the receipt of the full report. This is expected in time for the January PMG report.

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	**"City Fraud Investigation"** includes all ECD Fraud investigations into fraud or fraud related offences occurring within the City of London. **"Point of outcome"** is defined as when there is an offender disposal or when the crime is closed and categorised in accordance with the HO crime outcomes. **"Positive action"** is defined as follows: 1. When there is an offender disposal. 2. When there is a confirmed disruption of a technological or financial fraud enabler. 3. When the crime contributes to an ECD Fraud awareness/ prevention product.
MEASUREMENT	Measurement will be based upon the number of City Fraud Crimes reaching the Point of outcome benefitting from positive action. **PMG GUIDE:** **SATISFACTORY:** Increasing % or within 10% of pervious 15/16 average of all City fraud crimes resulting in a positive action. **CLOSE MONITORING:** Monthly data below the 10% threshold of 15/16 average. **REQUIRES ACTION:** Two consecutive months below the 10% threshold of the 15/16 average.

ASSESSMENT	Qtr 4 2015/16: STABLE	Qtr 1 2016/17: STABLE	Qtr 2 2016/17: STABLE	Qtr 2 2016/17: STABLE

	15/16 Ave	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	16/17 YTD	15/16 YTD	YTD % Change
% of City fraud investigations resulting in a positive outcome.	**100%**	**100%**	**100%**	**100%**	**100%**	**N/A**	**N/A**	**100%**	**100%**	**100%**				**100%**	**100%**	▶ 0%
Total number of City fraud Investigations reaching point of outcome.	2	2	4	1	4	0	0	3	8	2				24	16	▲ 50%
Total number of City fraud investigations resulting in a positive outcome.	2	2	4	1	4	0	0	3	8	2				24	16	▲ 50%

Commentary

13 investigations into City based fraud reached the point of outcome in the3rd qtr. A further **74** ECD investigations into fraud that took place outside the jurisdiction of the City of London reached point of outcome in December.

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Total number of ECD investigations reaching point of outcome	**34**	**40**	**23**	**46**	**41**	**19**	**49**	**55**	**76**			

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	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. **GUIDE**: **IMPROVING:** Within 10% of 15/16 average or increasing value of fraud prevented through interventions. **STABLE:** Quarters data below the 10% threshold of 15/16 average value of fraud prevented through interventions **DETERIORATING:** Two consecutive quarters below the 10% threshold of the 15/16 average value of fraud prevented through interventions
ASSESSMENT	**Qtr 4 2015/16: IMPROVING** | **QTR 1 2016/17: IMPROVING** | **QTR 2 2016/17: IMPROVING** | **QTR 3 2016/17: STABLE/IMPROVING**

	15/16 Avg	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	£670,623,182	£697,344,577	£315,136,708	£140,174,318	£52,480,940	£26,779,636				£2,679,671,729	£837,580,614	▲ 220%

Analysis of trends and activity

Although the potential value of fraud prevented through interventions by ECD in December 2016 has been valued a **£26,779,636**, this was attributed to the fact that no PIPCU website disruptions were reported in November or December. Due to the volume of potential PIPCU web disruptions referred to Nominet they have been unable to yet confirm the number of websites taken down. Nominet currently have almost 3,000 potential website disruptions waiting to be confirmed.

It should be noted that despite the drop in potential value of interventions, year to date the value is still up **220%** compared to the previous year.

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	"**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. **"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. **"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. "**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).			
MEASUREMENT	The ECD will report quarterly on the total number of Action Fraud reports received, disseminated and reaching outcome to produce the attrition rate. **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.			
ASSESSMENT	**Qtr 4 2015/16: IMPROVING**	**Qtr 1 2016/17: IMPROVING**	**Qtr 2 2016/17: IMPROVING**	**Qtr 3 2016/17: IMPROVING**

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

	Apr 13 – Mar 16	**Q1** (Apr 13 – June 16)	**Q2** (Apr 13 – Sep 16)	**Q3** (Apr 13 – Dec 16)	**Q4** (Apr 13 – Mar 17)	**To-date % Change**
Total cumulative crimes reported to AF.	707,141	772,345	838,945	913,913		▲ 19%
Total cumulative crimes disseminated.	189,249	206,702	223,692	240,878		▲ 8%
Total cumulative outcomes reported to NFIB	68,736	74,570	84,368	93,474		▲ 23%
The number of judicial outcomes	30,278	32,004	34,078	36,266		▲ 13%
The number of non-judicial outcomes (NFA)	38,458	42,566	50,290	57,208		▲ 31%
Attrition rate	**9.72%**	**9.66%**	**10.06%**	**9.78%**		**▲ 0.34%**

Analysis of trends and activity

The cumulative average for this measure (from April 2013 to December 2016 with the attrition rate of crime reaching a point of outcome compared to crime being reported) is 9.78%. This is above the cumulative average for this measure from April 2013 to March 2016 which is the baseline for this measure. This results in this measure being recorded as satisfactory for this period. The measure can be broken down as follows with 913,913 Action Fraud crime reports made nationally and 93,474 outcomes being achieved by police forces nationally.

A breakdown of the data by quarter can be viewed below:

	A	B	C	Percentages - % of outcomes per crimes reported and crimes disseminated and % of crimes disseminated per crimes reported.			Ratios – (X:1) Outcomes and disseminations per crimes reported and Outcomes per crimes disseminated.		
	Crimes Reported	Disseminations	Outcomes	Outcomes/ Crimes reported (%C/A)	Outcomes/ Disseminations (%C/B)	Disseminations/ Crimes reported (%B/A)	Crimes reported/ Outcomes(A/C)	Disseminations/ Outcomes (B/C)	Crimes reported/ Disseminations (A/B)
Q1 2014/15	56,691	12,906	2,588	4.6%	20.1%	22.8%	21.9:1	5.0:1	4.4:1
Q2 2014/15	61,185	15,282	3,839	6.3%	25.1%	25.0%	15.9:1	4.0:1	4.0:1
Q3 2014/15	65,992	17,939	6,376	9.7%	35.5%	27.2%	10.4:1	2.8:1	3.7:1
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	**234,201**	**75,893**	**37,013**	**15.8%**	**48.7%**	**32.4%**	**6.3:1**	**2:1**	**3:1**
Q1 2016/17	65,204	17,512	8,097	12.4%	46.2%	26.8%	8:1	2.1:1	3.7:1
Q2 2016/17	67,427	16,990	9,798	14.5%	57.6%	25.1%	6.8:1	1.7:1	3.9:1
Q3 2016/17	74,968	17,184	9,692	12.9%	56.4%	22.9%	7.7:1	1.7:1	7.7:1
Q4 2016/17									
2016/17	**207,599**	**51,688**	**27,587**	**13.3%**	**53.4%**	**24.9%**	**7.5:1**	**1.9:1**	**7.5:1**

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	"**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. **Types of complaints received:** • **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. "**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. **"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. **"Complaints outstanding": -** This refers to the volume of complaints that have not yet been resolved. (1) **"Number of reports received": -** This refers to the number of reports (both crime and information) made to Action Fraud in the period.			
MEASUREMENT	**GUIDE:** The % of complaints compared to the number of reports received by Action Fraud in 2015/16 was 0.04%. This figure will be will be used as a bench mark for which the satisfaction will be measured **GUIDE:** **IMPROVING**: Within 10% of 15/16 average of complaints compared to reports (Currently 0.04%). **STABLE:** Months data below the 10% threshold of 15/16 average of complaints compared to reports. **DETERIORATING**: Two consecutive months below the 10% threshold of 15/16 average of complaints compared to reports.			
ASSESSMENT	**Qtr 4 2015/16: STABLE/DETERIORATING**	**Qtr 1 2016/17: STABLE/IMPROVING**	**Qtr 2 2016/17: STABLE**	**Qtr 3 2016/17: STABLE**
Full information on this measure is provided on the following page:				

	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 against reports	**0.04%**	**0.09%**	**0.04%**	**0.03%**	**0.03%**	**0.07%**	**0.04%**	**0.03%**	**0.02%**	**0.01%**				**0.04%**	**0.04%**	**▶ 0%**
Number of reports received	31,145	30,966	32,248	37,432	33,322	33,331	36,542	38,348	42,248	34,518				318,929	282,750	▲ 13%
Number of new victim complaints	13	29	14	12	10	23	16	13	9	5				131	113	▲ 16%
Number of complaints resolved	12	30	20	20	5	23	18	11	11	3				141	112	▲ 26%
Number of complaints outstanding	11	13	8	0	5	5	3	5	3	5				5	5	▶ 0%

Analysis of trends and activity

In December 2016 there were **0.01%** of complaints relating to Action Fraud **(5)** compared to Action Fraud reports **(34,518)**. This is below the performance threshold and is the lowest percentage of complaints year to date. As a result this measure is assessed as satisfactory.

The most common cause of complaints was the lack of investigation into a victim's crime. **3** of the **5** complaints in December related to this. Lack of investigation has been the most common cause of complaint throughout 2016/17, **97** of the **131** complaints have related to this.

Category of Complaint	Volume - December
Lack of Investigation	3
No update on reported crime	1
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	"**Return** ": - The value of money saved by ECD activities **"Investment** ":- The total amount of money spent on ECD activities "**Return on investment"**:- The amount of money saved by ECD for every pound of money spent
MEASUREMENT	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. The elements that constitute savings include; 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 **GUIDE:** **IMPROVING**: Within 10% of 15/16 average (currently £45.06) or increasing value of ROI in year. **STABLE:** Quarters data below the 10% threshold of 15/16 average value of ROI. **DTERIORATING:** Two consecutive quarters below the 10% threshold of the 15/16 average value of ROI.

ASSESSMENT	Qtr 4 2015/16: DETERIORATING	Qtr 1 2016/17: IMPROVING	Qtr 2 2016/17: IMPROVING	Qtr 3 2016/17: IMPROVING

	15/16 Ave	Q1	Q2	Q3	Q4	16/17 YTD Ave
The ECD Return on investment	£45.06	£41.18	£47.94	£65.85		£51.66

Analysis of trends and activity

The Return on Investment figure for Quarter 3 2016/17 was **£65.85**. As this is above the performance threshold this measure is assessed as satisfactory. The higher ROI figure can be attributed to the higher savings registered within the future fraud saved from enforcement cases by DCPCU. This DCPCU figure was considerably higher due to a number of cases reaching point of charge where the frauds were committed over a relatively short period, meaning that very high average *daily* fraud values stolen (a key element of the calculation) were registered. High average daily fraud values stolen are a key determiner of the variation of the final value of the future fraud saved from enforcement cases figure and ultimately the final ROI value.

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 2015-16 the Force achieved an average satisfaction level of 80% with little monthly variation (*new criteria – see below*). **IMPROVING:** Increasing %. **STABLE:** Quarter's data within 10% of previous 15/16 average. **REQUIRES ACTION:** Quarter's data below the 10% threshold of 15/16 average			
ASSESSMENT	**Qtr 4 2015/16: STABLE (new criteria)**	**Qtr 1 2016/17: STABLE (new criteria)**	**Qtr 2 2016/17: STABLE**	**Qtr 3 2016/17: STABLE**

NOTE:

At Performance Sub-Police Committee on 7th September 2016, members raised concerns that this measure had not been reported on for around a year and questioned the relevance of having a performance measure that the force was unable to provide data on.

Following this meeting the Force reviewed the data gathered for measure 16 and proposes to amend the reporting criteria so it is able to demonstrate a satisfaction rate based on data gathered from online reporting rather than through the telephone reporting as the measure identifies as its way of recording success.

This measure has been provided with data over the past year from online satisfaction as supplemental information to inform on the main measure which the Force has been unable to report on due to the change in service providers. It is therefore proposed that the supplemental information is used as the indicator for satisfaction and as soon as the Force is able to collect other information around this measure this will be added to inform satisfaction using additional sources of data collection. An overall satisfaction rate will then be gained through multiple data collection sources.

Historic data for this measure is provided for reference so that members are aware of performance and the baseline the measure is reporting against (First table overleaf)

15/16	Q1	Q2	Q3	Q4	15/16 Ave
% of Victims satisfied with the online service in period.	**82%**	**79%**	**80%**	**79%**	**80%**
Number of victims completing online survey	1,295	1,718	1,773	1,512	6,298
Number of victims satisfied with the online service	1,068	1,360	1,419	1,197	5,044

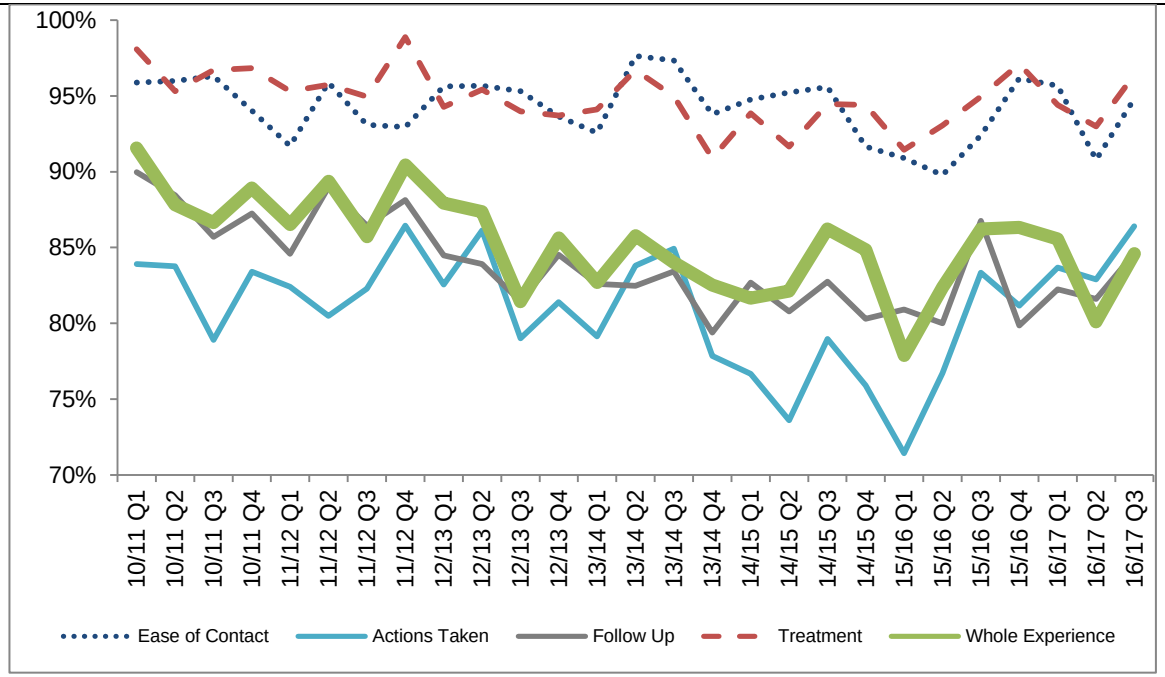
2016/17 Performance

	15/16 Ave	Q1	Q2	Q3	Q4	16/17 YTD	15/16 YTD	YTD % Change
% of Victims satisfied with service in period.	**80%**	**80%**	**76%**	**80%**		**79%**	**80%**	▼ 1%
Number of reports (crime and Information) to AF	93,436	100,646	103,195	115,114		318,929	282,750	▲ 13%
Number of people completing survey.	1,575	1,726	1,907	1,764		5,397	4,786	▲ 13%

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	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. **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 **IMPROVING:** Increasing trend **STABLE:** 80% - 84% **DETERIORATING:** Less than 80% or reducing trend

ASSESSMENT	Qtr 4 2015/16: STABLE	Qtr 1 2016/17: STABLE/IMPROVING	Qtr 2 2016/17: STABLE/ DETERIORATING	Qtr 3 2016/17: STABLE/ IMPROVING

	Ease of Contact	Action	Follow Up	Treatment	WHOLE EXPERIENCE
2014-15	**94.4%**	**76.3%**	**81.6%**	**93.6%**	**83.8%**
2015-16	**92.0%**	**77.5%**	**81.7%**	**93.8%**	**82.7%**
QTR 1 2016-17	95.7%	83.7%	82.2%	94.4%	85.6%
QTR 2 2016-17	90.8%	82.9%	81.6%	93.0%	80.1%
QTR 3 2016-17	94.8%	86.4%	84.6%	96.4%	84.6%
YTD AVG	**93.7%**	**84.3%**	**82.8%**	**94.6%**	**83.4%**


100%
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15/16 Q1
15/16 Q2
15/16 Q3
15/16 Q4
16/17 Q1
16/17 Q2
16/17 Q3
Ease of Contact
Actions Taken
Follow Up
Treatment
Whole Experience

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	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. **GUIDE: IMPROVING:** Increasing trend **STABLE:** 85% - 90% **DETERIORATING:** Less than 85% or reducing trend **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%.** **The average for 15/16 was 80.19%**
DATA SOURCE	Customer Satisfaction Survey
ASSESSMENT	**DETERIORATING**

In 2015/16 the percentage of people surveyed who believed the police in the City of London are doing a good or excellent job was **80.19%.**

The survey took place from week commencing 10th October and ran until Sunday 6th November. Corporate Communications promoted the survey using the Force on-line Twitter and Facebook accounts so that the public could complete the survey online. In total there were 317 responses to the Force survey, this is in comparison to the 372 responses that were received for the 2015/16 survey. For consistency the Force used the same question sets used in 2015/16 so a direct comparison of responses could be made.

Full analysis of the results and an associated action plan was presented to PMG in December.

Question 2: In terms of personal security, please rate how safe you feel in the City?
77.6% (246) of respondents felt very safe or quite safe with an additional 11.67% (37) people feeling just ok.
5.05% (16) of respondents felt a little unsafe or very unsafe.

This is compared to 69.62% of respondents in 2015/16 who felt very safe or quite safe. This is a rise of 7.98%.

Question 3: How satisfied are you with how the City of London is policed?
54.25% (172) of respondents were totally or quite satisfied with an additional 23.03% (73) feeling just ok.
22.72% (72) were not satisfied or totally unsatisfied.

This is compared to 80.11% of respondents who were totally or quite satisfied in 2015/16, this is a reduction of 25.86%.

There were 106 comments made against the response to this question which will be reviewed and form part of the survey analysis and action plan to be produced by Strategic Development.

Question 5: In the City of London, what do you consider to be the 3 most important safety and security issues?
The top 3 issues identified by respondents were as follows:

1) Road Safety: 225 respondents
2) Threat of Terrorism: 143 respondents
3) Personal Theft: 139 respondents

(Total responses are out of the 317 responding to the survey)

This is in comparison to the top 3 priorities identified in 2015/16 which were as follows:
1) Threat of Terrorism: 270 respondents
2) Road Safety: 158 respondents
3) Alcohol Related Disorder: 156 respondents

(Total responses are out of the 372 responding to the survey)

From the analysis Road Safety has moved to be the biggest concern with personal theft rising from 6th on the list in 2015/16 to 3rd this year.

Committee(s):	Date(s):
Police:Performance and Resource Management Sub Committee	23rd February 2017
Subject: HMIC Inspection Update	**Public**
Report of: Commissioner of Police Pol 13-17	**For Information**

Summary

This report provides Members with an overview of activity undertaken within the last reporting period since your November Sub Committee in response to the reports published by Her Majesty's Inspectorate of Constabulary (HMIC). Progress against existing recommendations is provided for Members' information as well as an overview of the Inspection programme.

Reports published

Three reports have been published:
PEEL Leadership (not graded, 2 areas for further improvement identified)
PEEL Legitimacy, City of London report (graded GOOD, 5 areas for further improvement identified)
PEEL Legitimacy, National report (3 recommendations)

Inspections Completed Since Last Report

There have been no inspections during the last reporting period.

The Force submitted a data return for the Modern Slavery Inspection during this period. This is a national, risk based thematic inspection; the Force has not been chosen for inspection as part of the fieldwork.

Inspections Due During Next Period: The PEEL Spring Legitimacy and Efficiency Inspections will start from February and March 2017. To date the Force has no confirmation on the exact timescale for the visit but anticipates the data requests for these inspections to arrive in the months stated above.

The Force may also be subjected to the Crime Data Integrity and Custody Inspections, both of which are rolling unannounced inspection programmes so no date for inspection is available.

Reports Due for Publication: The Force has received an initial draft of its Effectiveness Report. This has not yet been formally finalised or published. A full overview will be presented to your next Sub Committee following publication.

H**MIC Recommendations Overview**:

Appendix A to this report contains progress against the recommendations from

all live inspection action plans. These are summarised in the table below:

Report	Number of open recommendations and status
PEEL: Police Leadership 2016 - CoLP	**2 Amber**
PEEL: Police Legitimacy 2016 – National	**3 Amber** **2 new green actions for this period**
PEEL: Police Legitimacy 2016 - CoLP	**5 Amber**
PEEL: Police Efficiency 2016 – CoLP	**5 Amber** **1 new green action for this period**
Delivering Justice in the digital age	**1 Red**
The tri-service review of joint emergency services interoperability principles	**2 Amber** **2 new green for this period completing this area.**
PEEL: Police Effectiveness 2015 – CoLP	**1 Red** **1 new green for this period completing this area.**
Increasingly everyone's business	**1 new green for this period completing this area.**
The depths of dishonour: Hidden voices and shameful crimes	**1 Red**
Regional Organised Crime Units	**1 White** **1 new green for this period completing this area.**
PEEL: Police Efficiency 2015 - CoLP	**1 Red** **1 new green for this period completing this area.**
In harm's way: The role of the police in keeping children safe	**1 Red**

Recommendation Summary	Number
New Green	**9**
Amber	**17**
Red	**5**
White	**1**
Total Amber/Red/White Recommendations	**23**

Recommendation

Members are invited 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 three new HMIC reports published that impact on the Force. Progress with existing recommendations as well as the current inspection programme is provided below for your reference.

New reports

Leadership

2. On 8th December 2016 HMIC published its PEEL Police Leadership 2016 report alongside individual force reports. No gradings were given but forces received an array of Areas for Improvement (AFIs) ranging in number between 0 and 4. Over a third of forces (16) received no AFIs and 4% (2) received 4 AFIs. City of London Police received 2 AFIs.

3. The summary of findings for the City of London Police is as follows:

Understanding Leadership

- Works closely and effectively with its workforce to set out what it expects from its leaders at all levels of organisation.
- Leadership expectations are well understood by the workforce (noting less so at Constable and equivalent ranks but this was due to training not yet being attended).
- Does not have systematic oversight and understanding of workforce capabilities and leadership skills (but noting already working to address).
- Recording of workforce capability does not extend beyond skills and qualifications as opposed to including details of leadership capability.
- Only limited evidence available of how effective staff sensing surveys had been in developing understanding of views about leaders in force.

Developing Leadership

- Uses a variety of techniques to develop potential leaders (coaching, 360° feedback and mentoring)
- Has made good use of proximity to major financial institutions to recruit volunteers to bring in additional skills (e.g. for combating complex fraud or cyber enabled crime).
- No formal processes for responding to leadership problems (but Force is confident that it could respond promptly).
- No meaningful analysis of how effective tools of development used are or how used to address particular gaps in leadership.
- Lack of full knowledge across workforce of talent scheme and what it aims to achieve.
- Needs to be clearer link between understanding of leadership capabilities and how recruitment might be used to address.
- Does not assess how effective training and development is at improving the skills of its staff.

Displaying Leadership

- Has an open culture that encourages challenge.

- Innovate Scheme is popular and has linked scheme to a way of developing leaders.
- H
  as good understanding of diversity which extends beyond protected characteristics and takes account of background, experience and skills to strengthen teams.

4. The adverse comments resulted in the following two areas for improvement (AFI) being identified:

   AFI 1 - City of London Police should evaluate its leadership programme and talent management schemes to ensure a structured, comprehensive and transparent approach so it can identify and develop potential leaders.

   AFI 2 - City of London Police should introduce a way of identifying and developing talented officers and staff in a consistent way across the workforce, making sure that the available schemes are communicated effectively.

5. Both AFIs are being progressed, details appear in Appendix A.

Legitimacy

6. On 8th December 2016 HMIC also published its PEEL Legitimacy 2016 report alongside individual force reports for England and Wales.

7. HMIC overall gradings are as follows:

   - 2 forces graded as Outstanding (Derbyshire and Kent)
   - 36 forces graded as Good (including City of London Police)
   - 5 forces graded as Requires Improvement (Cleveland, Dyfed Powys, Gloucestershire, North Wales and South Yorkshire)
   - No forces graded as Inadequate

8. In comparing overall gradings with those of 2015, 4 forces improved their gradings, 36 received the same grade (including City of London Police) and 3 forces' gradings were reduced.

9. As well as each force being given an overall judgment grading, forces were also given gradings against each of the three inspection questions. Separate gradings for each inspection area for all forces are as follows:

   Extent to which the force treats people serves with fairness and respect

Outstanding	2 forces	Derbyshire, Kent
Good	38 forces	inc CoLP
Requires Improvement	3 forces	

   Extent to which the workforce behaves ethically and lawfully

Outstanding	1 force	Derbyshire
Good	27 forces	inc CoLP
Requires Improvement	15 forces	

Extent to which the force treats workforce with fairness and respect

Outstanding	3 forces	Durham, Kent, Wiltshire
Good	28 forces	
Requires Improvement	12 forces	inc CoLP

No force achieved an 'Outstanding' judgment grading against all 3 areas

10. The City of London Police received an overall judgment grading of **GOOD**. The Force findings are summarised below:

To what extent does the force treat all the people it serves with fairness and respect?

- The Force is good at treating all the people it serves with fairness and respect and engages well with its communities and has a good understanding of the different communities and people within the City.
- Could do more to develop its understanding of the issues that have the greatest impact on public perceptions of fair and respectful treatment
- Public surveys conducted to date do not specifically deal with the issue of treatment.
- Communication feedback (e.g., use of social media) is in the main only one way and force should do more to demonstrate to public that it has acted on feedback.
- Communications strategy needs to include consideration as to how communities are made aware of response to feedback / challenge and what action if any has been taken.

To what extent the Force ensures workforce behaves ethically and lawfully?

- Has developed and maintained an ethical culture and effectively identifies integrity by robust and frequent monitoring of its staff
- Uses a range of methods to identify the areas that have the greatest effect on workforce perceptions of fair and respectful
- Force Vetting Policy is comprehensive and complies with national vetting guidance *(therefore compliance with national report recommendation 1 can be met)*
- Does not monitor ethnicity or UK national status of applicants who fail vetting checks so cannot demonstrate it understands the extent to which vetting process may affect recruitment of a diverse workforce
- Should develop its counter-corruption strategy to meet the threats the force has identified. *(Development of strategy which identifies risks to integrity based on local information is noted as having commenced but not yet completed)*
- Only at early stages of understanding seriousness of abuse of authority for sexual gain and has not undertaken any activity to raise awareness among wider workforce

- Should improve its approach to identifying staff who seek to abuse their authority for sexual gain (first step being to recognise it as serious corruption within its anti corruption control strategy)

To what extent treats workforce with fairness and respect?

- Could do more to demonstrate how it has responded to staff concerns
- Immediate line managers often unaware of welfare indicators or emerging issues although are provided to senior managers
- Concern wellbeing identification training not provided to line managers (although looking to address in next 6 – 12 months)
- Do more to demonstrate that performance assessment is fair and effective with central oversight
- Link between talent spotting arrangements and PDR processes not obvious
- No evidence that force monitors the effectiveness and fairness of PDR reviews by ethnicity, gender, role, rank.

11. These findings (which resulted in 5 AFIs contained within Appendix A) are now being progressed via action plans being managed in Force.

Inspections Completed Since Last Report

12. There have been no formal inspections during the last reporting period. The PEEL Effectiveness inspection that completed in October, as detailed within the previous report, was the last inspection to have taken place to date.

13. The Force submitted a data return for the Modern Slavery Inspection during this period. This is a national inspection and the Force was not chosen as a participation Force for this inspection process.

Inspections Due During Next Period

14. The PEEL Spring Legitimacy and Efficiency Inspections will start from February and March 2017. To date the Force has no confirmation on the exact timescale for the visit but anticipates the data requests for these inspections to arrive in the months stated above.

15. The Force may also be subjected to the Crime Data Integrity and Custody Inspections these are rolling unannounced inspection programmes so no defined date for inspection is available.

16. Work has progressed to prepare for both of these inspections with the Force working on a Crime Data Integrity Action Plan to identify and address areas of weakness.

17. The Force is also undertaking a self assessment exercise in preparation for the Custody inspection with this process running over January and February so that areas of weakness can be identified and addressed.

Reports Due for Publication

18. HMIC are due to publish their PEEL Effectiveness Reports in March 2017. As previously stated within the report the Force has had sight of its draft report in this area and will be awaiting final review and moderation before publication.

Current status of HMIC Recommendations

19. There are 12 current HMIC reports being managed by the Force that contain recommendations that have yet to be completed. The current status of these recommendations is summarised in the table below:

Current Status of HMIC Recommendations Summary

Recommendation Summary	Number
New Green	**9**
Amber	**17**
Red	**5**
White	**1**
Total Amber/Red/White Recommendations	**23**

20. The full status of all recommendations is provided for oversight within Appendix A to this report. There are currently only 25 recommendations that remain open and being worked on by the Force, this includes the 15 new recommendations from the 2016 PEEL process that now form part of Force monitoring.

Recommendations Completed Since Last Update

21. The Force has completed the following recommendations and actions linked to outstanding HMIC reports. All outstanding recommendations are attached at Appendix A.

    i. **PEEL: Police Legitimacy 2016 - National:** The Force has completed the first action linked to recommendation 1 of this report and ensured it is fully compliant with national vetting policy. In addition the Force has completed an action against recommendation 2 of this report ensuring that effective procedures are in place to identify future allegations and make appropriate referrals to the IPCC around any allegations of abuse of authority for sexual gain.

    ii. **PEEL: Police Efficiency 2016:** The Force has completed one action around recommendation 1 completing the final draft of the Force Workforce Plan which will be further developed and evolve over time.

    iii. **The tri-service review of the joint emergency services interoperability principles:** Recommendation 2 and 4 of this

report have been completed. Future training needs will be informed by developments on future capability demand in the Force Workforce Plan and specific training on Airwave capability is to be included in the training plan going forward.

iv. **PEEL: Police Effectiveness 2015 – CoLP:** Recommendation 1 of this report has been completed. A process for managing repeat offenders has been agreed with the Metropolitan Police Service (MPS).

v. **Increasingly everyone's business:** Recommendation 4 of this report has now been completed. The final element is the production and presentation of a performance dashboard at the Vulnerability Working Group on the 14th February 2017.

vi. **Regional Organised Crime Units**: Recommendation 8 of this report has been completed. A common approach has been established with the MPS and is being formalised into a Memorandum of Understanding.

vii. **PEEL: Police Efficiency 2015 – CoLP**: Recommendation 1 has been completed with the production of the final draft of the Workforce Plan.

Force Management Statements

22. At the meeting of your Sub Committee on 30th November 2016, the Chairman also requested an update on Force Management Statements to be included in this update report.

23. Sir Tom Winsor introduced the concept of the Force Management Statement (FMS) over two years ago, mandating that Forces should produce a FMS annually from 2016. That position was dependent on HMIC producing guidance and a template for forces' use, which has never materialised. Various proposals have been put forward informally by HMIC, none of which have been progressed. The latest proposal (which is still to be formally approved by Sir Tom) is likely to be accepted, resulting in a requirement that the first draft statements will be produced by October 2017.

24. The City of London Police signed up to be a pilot force for FMS and has therefore been engaged with HMIC at each stage of the process. Throughout February 2017, the Head of Strategic Development is attending a series of workshops, the aim of which is to produce a draft FMS by the end of March 2017, significantly ahead of other forces who are not part of the pilot. This is partially to provide Sir Tom with an opportunity of referring to the drafts in his annual state of policing report in April. HMIC have appointed a reputable consultancy company to draft the guidance, which is currently being tested by the pilot forces through the working groups.

25. The current proposed format of the statements will be broken down into a number of chapters. Each chapter will concentrate on a particular area of policing (investigation, prevention, major events and so on), taking into account the current demand in that area, and likely future demand in 1 and 3 year's time. For each area assessed, there will be narrative about the force's capacity and capability to meet current and future demand, skills deficits, specific IT needs, the condition of assets in that area and so on. A financial assessment for each area should also be made. It is intended that forces use this information to make strategic decisions around expenditure and resourcing over the medium term, which should also be recorded in the statement. When in place, HMIC will use the statements as a source of information for their inspections. It is proposed that the statements will be public, however, given that some areas might be sensitive, it is accepted that forces will have the right to redact elements of the FMS. The guidance that is being drafted is likely to provide more information about this.

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

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Appendix A

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.

PEEL: Police Leadership 2016

A Force report by HMIC, Published [online only] December 2016 Total of 2 areas for further improvement, which are in progress.

Recommendation		Status	Due Date	Comment
1	City of London Police should evaluate its leadership programme and talent management schemes to ensure a structured, comprehensive and transparent approach so it can identify and develop potential leaders.	AMBER	March 2017	<u>Leadership Programme</u> Evidence already exists of evaluating the leadership programme and documents are continuing to be collated. Thereafter any gaps will be identified and addressed. This will include linkages to the workforce plan specifically the skills and capabilities database. <u>Talent Management</u> An action plan has been produced which incorporates conducting internal and external research, designing an overarching Talent Management Strategy and force schemes which support it. The workforce will be engaged in its development and then be formally communicated to. Delivery of this action plan is scheduled for completion by May 2017.
2	City of London Police should introduce a way of identifying and developing talented officers and staff in a consistent way across the workforce, making sure that the available schemes are communicated effectively.	AMBER	March 2017	

PEEL: Police Legitimacy 2016 – National

A National report by HMIC
Published December 2016

Total of 3 actions: 3 are relevant to the City of London Police and in progress.

Recommendation		Status	Due Date	Comment
	Cause of concern HMIC is concerned that some forces are failing to comply with current national vetting policy. This means that these forces are employing individuals who have not undergone even basic vetting checks, which represents a significant risk to the integrity of the organisation. **Recommendation** To address this cause of concern, HMIC recommends that: • Within six months, all forces not already complying with current national vetting policy should have started to implement a sufficient plan to do so. • Within two years, all members of the police workforce should have received at least the lowest level of vetting clearance for their roles.	NEW GREEN	June 2017	Within six months: The force is compliant with current national vetting policy and is anticipating updated national guidance due in early 2017.
		AMBER	December 2018	Within two years: Vetting clearance is already embedded within recruitment processes. Steps are being taken ensure appropriate vetting levels are maintained for officers and staff transferring roles within force.
2	**Cause of concern** HMIC is concerned that forces do not always recognise the problem of abuse of authority for sexual gain as a form of serious corruption. This means that this understanding is not always being reflected in the force's IPCC referral decisions, and there is no clear picture of the scale of the problem throughout police forces.	AMBER	March 2017	The force already recognises this type of problem as serious corruption and as such cases would be reviewed by 2 experienced officers. Reporting to the IPCC is part of the force standard operating procedure however the City is an outlier in terms of low numbers reported to the IPCC.

Recommendation		Status	Due Date	Comment
	Recommendation To address this cause of concern, HMIC recommends that: • Within three months, all forces should complete a retrospective review of allegations and consider referrals to the IPCC. • Within three months, forces should establish effective procedures to identify all future allegations of abuse of authority for sexual gain as serious corruption matters and make appropriate referrals to the IPCC.			This has been discussed at IPCC liaison meetings and the IPCC are content with the force reporting appropriately. Any misconduct of this type would also be monitored at Professional Standards and Integrity Sub Committee. A retrospective review is being conducted by Professional Standards at which point this recommendation will be green.
		NEW GREEN	March 2017	The force already has effective procedures to identify all future allegations and makes appropriate referrals to the IPCC when cases require such action.
3	**Cause of concern** HMIC is concerned that some police counter-corruption units do not have the capability or capacity to seek intelligence on potential abuse of authority for sexual gain. This means that forces are not able to intervene early to safeguard potential victims and tackle unacceptable and potentially corrupt behaviour. **Recommendation** To address this cause of concern, HMIC recommends that: • Within six months, all forces should have started to implement a plan to achieve the capability and capacity required to seek intelligence on potential abuse of authority for sexual gain. These plans should include consideration of the technology and resources required to monitor IT systems actively and to build relationships with the individuals and organisations that support vulnerable people.	AMBER	June 2017	A plan is to be created by May 2017 by the Head of Professional Standards; this will incorporate existing arrangements to introduce enhanced IT capability. In addition guidance documents are being prepared, by Professional Standards to increase awareness to the workforce that set out the boundaries of inappropriate, unprofessional behaviour.

PEEL: Police Legitimacy 2016 - CoLP

A Force report by HMIC, Published December 2016. Total of 5 actions relevant to the City of London Police, which are being progressed.

Recommendation		Status	Due Date	Comment
1	The force should improve how it demonstrates that it has taken action to improve how it treats all the people it serves.	AMBER	March 2017	This recommendation has been considered by the force Strategic Management Board in January 2017 and allocated for action to the Head of Corporate Communication. An initial meeting took place with the Head of Corporate Communications on the 8th February 2016 to formulate a plan to achieve this requirement.
2	Annually, the force should produce a local counter-corruption strategic assessment and control strategy, to identify risks to the force's integrity.	AMBER	March 2017	The current Control Strategy is being updated by Professional Standards for completion by March 2017. Professional Standards are scoping the work required to produce a local counter corruption strategic assessment, the outcome of which will include a timescale for delivery.
3	The force should improve how it clarifies and reinforces standards of behaviour to its workforce, in particular when dealing with vulnerable people, including victims of domestic abuse.	AMBER	March 2017	Professional Standards are producing quarterly professionalism bulletins which includes examples of issues officer may face and appropriate responses to them. This work builds upon previous communications to the workforce by Professional Standards re standards and behaviour. Any *specific* learning outcomes from any debrief regarding standards of professionalism required are also shared at the Force Organisational Learning Forum as appropriate.
4	The force should improve how it identifies and understands its workforce's wellbeing needs.	AMBER	March 2017	This work is being scoped by Human Resources and includes research; an action plan will be developed thereafter.

Recommendation		Status	Due Date	Comment
5	The force should improve how it manages individual performance of its officers and staff.	AMBER	March 2017	

PEEL: Police Efficiency 2016

A Force report by HMIC, Published November 2016. Total of 5 actions relevant to the City of London Police which are being progressed. A national report was also published in November 2016 did not contain any recommendations.

Recommendation		Status	Due Date	Comment
1	By 31 May 2017, City of London Police needs to complete its ICT strategy, workforce plan, and analysis of future demand for its services.	AMBER	May 2017	<u>ICT strategy</u> Work to support the development of an ICT strategy is underway by use of workshops within force directorates. An ICT Strategy is to be delivered to the Assistant Commissioner at the end of February 2017.
		NEW GREEN		<u>Workforce Plan</u> A final draft workforce plan has been produced and reviewed by the Assistant Commissioner. The workforce plan is submitted to February 2017 Performance Sub as an agenda item
		AMBER		<u>Future Demand</u> External consultants are being procured by City of London Police and the Chamberlain to assist the force with this work. Procurement is due for completion by the end of March 2017
2	City of London Police should ensure its understanding of the demand for its services, and the expectations of the public, is	AMBER	March 2017	External consultants are being procured by City of London Police and Chamberlains to assist the force with this work. Procurement is due for completion by the end of March 2017

Recommendation		Status	Due Date	Comment
	up to date by regularly reviewing the evidence on which it bases its decisions. It should do this alongside local authorities, other emergency services and organisations that work with the police to care for victims or prevent crime. Involving all these agencies will help to ensure that it takes the necessary steps to meet current and likely future demand, including unreported or 'hidden demand'.			
3	City of London Police should ensure that it understands the level of service that it can provide at different levels of expenditure, so it can identify the most effective and efficient way to provide its services.	AMBER	March 2017	Finance is developing service based costing for implementation in the new financial year [2017/2018]. The Force has already costed aspects of its service in this way within Economic Crime and this approach will be the basis of the model moving forward.
4	City of London Police should put in place better processes and an effective governance structure to realise the benefits of projects, change programmes and collaborative work, and understand how they affect the force's ability to meet current and likely future demand efficiently.	AMBER	March 2017	Draft proposals have been documented and are being consulted on within force. Consultation is expected to conclude by the end of February 2017 with plans for implementation thereafter.
5	City of London Police should review the capabilities of its workforce so it can identify and put plans in place to address any gaps. This will enable the force to be confident in its ability to meet current and likely future demand efficiently.	AMBER	March 2017	This work has been addressed in the workforce plan to an extent. Consultants are being engaged to assist the force with predicting future demands. This will dovetail with the workforce plan which will be updated going forward.

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, 1 remains in progress.

Recommendation		Status	Due Date	Comment
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	RED	November 2016	The national Digital First Team has distributed a questionnaire which has been completed and returned. Updated encryption software has been installed on the appropriate force computers within the Administration of Justice unit. The CPS is currently testing the encryption software on their systems, results pending – this continues to be actively chased by the force Head of Administration of Justice.

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

A national report by HMIC, Published April 2016. This is the subject of a report to SMB 15th June 2016.

Total of 6 actions: 1 is national and outside the remit of City of London Police. 5 are relevant to the City of London Police, 2 are still in progress.

Recommendation		Status	Due Date	Comment
2	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.	NEW GREEN	April 2017	Future training needs are to be factored into the force training plan; this is informed by the Force Workforce Plan.
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	April 2017	The force undertakes regular testing exercises, although it has been recognised that these could be better co-ordinated. This area of work has been allocated an Inspector resource to co-ordinate. Learning from exercises is captured at de-briefs and at Organisational Learning Forum. A central repository of documents relating to testing exercises is currently being created and the requirement for any discrete budget examined. At the conclusion of these activities this will be green Learning from exercises is already garnered at de-briefs and shared at

Recommendation		Status	Due Date	Comment
				the OLF as appropriate.
4	There needs to be a greater knowledge and understanding of the capabilities of Airwave and the use of the interoperable channels.	NEW GREEN	April 2017	The capabilities of Airwave and how it is utilised are included within the training identified in recommendation 2.
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 process is used to identify and record multi-agency lessons which are to be shared and escalated across services, needs to be greatly improved.	AMBER	April 2017	NCALT training packages and awareness are to be utilised in embedding the JESIP principles in force. This training is now mandatory. Learning and Development is incorporating these packages into their training plans. In addition, learning outcomes from training exercises are shared at multi agency debriefs and the force Organisational Learning Forum as appropriate. This will be green when a process is in place to evidence that learning has been embedded.

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, 1 is still in progress.

Recommendation		Status	Due Date	Comment
1	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.	NEW GREEN	April 2017	The force has identified 3 offenders who met the criteria for Integrated Offender Management intervention and a Memorandum of Understanding has been signed off between the force and the Metropolitan Police. CoLP is now attending the Metropolitan Police Task and Finish meeting whilst the City Community Multi Agency Risk Assessment conference will act as our local Integrated Offender Management panel [8th February 2017]. This meeting accepted the first offender into the process.
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.	RED	March 2016	The force has visited Durham Police, who HMIC have identified as an outstanding force, and best practices are being adopted to improve awareness of organised crime groups to Communities teams and Uniformed Officers. These new practises are to be launched in March 2017 by the Force Intelligence Bureau at which point this will be green.

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, 0 are still in progress.

Recommendation		Status	Due Date	Comment
Page 68	**Force progress reviews** 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: 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 learning organisation; 5) the reward and recognition policy in the force and the roles and behaviours that this rewards currently; 6) the selection and promotion processes in the force; 7) the messages and communications sent by the senior leadership team to the rest of the force about tackling domestic abuse; 8) the development opportunities for officers and staff in the force; and 9) force policy on how perpetrators and victims of domestic abuse who are employed by the force are managed.	**NEW GREEN**	June 2016	For ease of reference progress is recorded against the numbered elements within the recommendation. 1) The action plan has been reviewed, updated and published. 2) Culture and values are to be targeted within Domestic Abuse and Vulnerability training. 3) A dashboard was presented at the force Vulnerability Working Group at its 14th February 2017 meeting. 4) Data requirements to support the dashboard have been specified. 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 and there have been 3 further meetings. The Communication Strategy will support the above.

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 is still in progress.

Recommendation		Status	Due Date	Comment
9	By June 2016, chief constables in consultation with partner agencies should undertake research and analysis using diverse sources to understand better the nature and scale of HBV, FM and FGM in their force areas, and use this information to raise awareness and understanding of HBV, FM and FGM on the parts of their police officers and staff.	RED	June 2016	The City of London Public Health team undertook a brief 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 HBV/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 formed part of the force's participation in the International Day of Zero Tolerance for Female Genital Mutilation [6th February 2017]. 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 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. 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

Recommendation		Status	Due Date	Comment
				understand the issues whilst the other has been involved in training on this topic. The production of an updated domestic abuse problem with includes FGM / HBV and FM was due for completion by the end of December 2016 having been prioritised 2nd behind the CSE problem profile. Lack of engagement from partners has delayed production of this document and a 3rd deadline has elapsed with no input from partners. The force will now publish the problem profile for the end of February 2017 at which point this recommendation will be green.

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, 0 are still in progress.

Recommendation		Status	Due Date	Comment
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: • 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	**NEW WHITE**	June 2016	The Home Office has reduced funding of the London ROCU by 68% in 2016/2017 without prior warning or consultation. MPS, as the large partner, has written to the Home Office highlighting the resultant issues. In essence the London ROCU no longer exists and there are no plans to replace the it. A new operating model is in place and being formalised by Memorandum of Understanding. CoLP retains access to the '13 capabilities' either via its own

Recommendation		Status	Due Date	Comment
	National Crime Agency (NCA) priorities; and • with regard to the other recommendations contained in this report.			resources or by collaboration with the MPS. HMIC are aware of the current position, which will influence any follow-up inspection they undertake.
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.	NEW GREEN	June 2016	It has been established the force does have the same approach and a Memorandum of Understanding is in development to formalise the support each force [CoLP/MPS] requires to tackle Serious and Organised Crime.

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, 1 is 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.	NEW GREEN	March 2016	A final draft of the WFP has been produced and reviewed within force and is on the agenda for this Performance Sub February 2017. This will be fully linked to the demand work once completed by consultants in approx May 2017. The workforce plan is a standing agenda item for the force Strategic Workforce Planning Board, chaired by the Assistant Commissioner.
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.	RED	March 2016	An initial skills audit for the workforce has been undertaken and the results are being fed into the force training system ahead of the next PEEL inspection anticipated May / June 2017.

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, two of whch have been delivered. Of these 4 areas, 1 is national and outside the remit of City of London Police, 1 remains in progress as below.

Area for Attention		Status	Due Date	Comment
1	At present senior officers do not know the outcomes for children following on from police activity. Nor do they know enough about the experiences and views of children who have been in contact with the police in order to inform service development.	RED	February 2016	A monthly report regarding the outcomes of juveniles who have been in police custody has been developed and is distributed monthly to Senior Management Teams [Uniform Policing and Crime Directorates, and also sent to the Children's Services & Education Department at the City of London Corporation where they cross match to the contacts received by the Child & Families Team Hub Duty desk. The Head of Public Protection Unit has met with Children Social Care to discuss mechanisms for collating the experiences of children who have been in contact with police. Several of these are being pursued and an assessment of their effectiveness will be known by the end of March 2017.

Committee(s):	Date:
Police- For Decision	23rd February 2017
Subject: Proposed Force Plan Measures for 2017/18	**Public**
Report of: Commissioner of Police Pol 14-17	**For Decision**
Report author: Paul Adams, Head of Governance and Assurance Strategic Development	

Summary

Members are presented with the draft Force Plan measures for 2017/18 for approval. The approach taken mirrors the Strategic Threat & Risk Assessments (STRA) process where '4P'[1] plans of action are produced to mitigate the main threat and crime areas identified as part of the Force Strategic Assessment process.

Rather than formulate individual measures to hold the Force to account for delivery of its policing plan, this approach captures a broader range of work undertaken to deliver the 4P Plans against identified priority areas. This will allow the Force to evaluate the impact its actions are having against the crime and threat recorded.

This approach means the plan format will present statistics around each crime/threat area along with narrative analysis of the work being undertaken to deliver the 4P Plans. An assessment will be made against the Force capability to deliver the plan along with the impact our actions are having against each area. The statistics will include trend information where that information exists.

Recommendation(s)

Members are requested to approve the draft Force Plan measures for use within 2017/18.

Main Report

BACKGROUND

1. Historically the Force Plan has consisted of a number of measures linked to the Force priorities in an attempt to demonstrate the work the Force is doing in each area. Some of these measures have, in the past, resulted in Force performance being held accountable for low levels of activity (due to demand) or low response rates from surveys, which adversely impacted on the quality of analysis that could then take place.

[1] Pursue, Protect, Prepare and Prevent

2. During 2016 the Force adopted a new process for undertaking its Strategic Threat and Risk Assessments (STRA). This process focuses force actions into 4 areas:
    - Pursue
    - Protect
    - Prevent
    - Prepare

3. The STRA process identified that the Force priorities should be:

    - Counter Terrorism
    - Cyber Attack
    - Fraud
    - Vulnerable People
    - Violent Crime
    - Roads Policing
    - Public Order and Protective Security
    - Acquisitive Crime

4. These priorities have now been adopted as the Force priorities for 2017-18. A Force 'owner' has been assigned to each area and have been required to produce a 4P Plan setting out the steps to be taken to manage a particular area of threat and risk. This will allow the Force to assess the impact its actions are having on the crime/threat area and if the tactics used are correct or need to be amended, based on experience/ evidence.

CURRENT POSITION

5. Force Plan measures have been set out using the format described below together with a rationale that provides Members with an holistic picture of Force activity. This will provide a wider base against which your Sub Committee can hold the Force to account. This gives the following structure to the plan:

    - **City Crime Overview**: Presentation of the overall crime picture for the City. This will allow analysis of areas not included within the Force priorities within year and establish if actions need to be undertaken to mitigate any emerging trends. This will link guidance provided by PMG to the Force Tactical Tasking and Co-ordinating group which can then respond to any crime trends directed by PMG.

    - **Counter Terrorism**: A series of measures have been identified as core indicators for this area looking at Op Lightning Reports (hostile reconnaissance), Counter Terrorism Briefings and Investigation demand to describe the work the Force is undertaking to actively prevent terrorism from occurring within the City.

    - **Cyber Attack**: For this priority the Force will monitor NFIB referrals, Cyber protect meetings and intelligence disseminations as indicators of activity.

- **Fraud**: This area will focus on Fraud committed within the City recording City based victims to Action Fraud, the number of crimes disseminated to the City from NFIB and the percentage of City fraud investigations resulting in a positive outcome, including victim satisfaction. Linked to these indicators will be the report against the 4P elements of the action plan for this area.

- **Vulnerable People**: Vulnerability is a new priority for the Force reflecting the work to protect a number of different vulnerable groups within the City. This area will monitor attempted suicides, Domestic Abuse and vulnerable victims of ASB. It will be supported with information on measures and activities in the 4P area that are based on the national vulnerability action plan.

- **Violent Crime**: The Force will retain oversight of this area monitoring the volume of this crime and the tactics and actions being used to reduce and mitigate this threat within the City applying the 4P process.

- **Roads Policing**: Supporting the Corporation's Safer City initiative and our own obligations around enforcement, we will monitor our activities to police the roads. We will retain oversight of the number of people killed or seriously injured on the City roads, which informs our partnership work with the Corporation and other parties. Our 4P focus will be on targeting criminal activity undertaken on the roads.

- **Public Order and Protective Security**: This area will monitor the demand placed on uniformed policing resources to ensure we maintain the capacity and capability to meet that demand. Our 4P plan will monitor our activities to ensure public safety as well as contain an indicator linked to capability.

- **Acquisitive Crime**: The Force will retain oversight of this area monitoring the volume of this crime and the tactics and actions being used to reduce and mitigate this threat within the City applying the 4P process.

- **Victim Satisfaction**: As with previous years the Force will monitor victim satisfaction and retain this as a measure for how well we are supporting victims through the investigation process.

- **Customer Satisfaction**: This measure will take into account the feedback from our annual survey where we capture the priorities of the public to assist in formulating our own priorities and response. It enables us to identify what the main concerns are and if we should evolve our response accordingly or communicate more effectively why our resources are being used for another priority.

Current Caveats

6. The Force is currently undertaking the Mid-Review of the STRA which will provide an update to Force priorities early March once the process has been completed, this may alter some of the actions linked to the 4P areas as the Force refines its responses and tactics to the identified threats. Additionally, as an element of the Vulnerability 4P plan based on the national plan, this area will reflect any future amendments to national priorities for this area.

7. What this will allow the Force to do is amend the plan within year to capture new tactics and measures as we respond dynamically to threats and crime trends and where appropriate additional priorities may be included as the intelligence picture evolves.

Future Reporting of Force Measures 2017-18

8. Your Sub Committee for reporting on 2017-18 measures will therefore receive a report based on the impact and capability the Force has in the crime/threat areas, reporting against the following measures:

Measure
Measure 1: The number of crimes committed in the City
Measure 2: The capability and impact the Force is having against countering Terrorist Activity.
Measure 3: The capability and impact the Force is having against countering Cyber Attacks.
Measure 4: The capability and impact the Force is having against countering Fraud.
Measure 5: The capability and impact the Force is having in safeguarding and protecting Vulnerable People..
Measure 6: The capability and impact the Force is having against countering Violent Crime.
Measure 7: The capability and impact the Force is having in policing City Roads.
Measure 8: The capability and impact the Force is having providing Protective Security to the City and responding to Public Order.
Measure 9: The capability and impact the Force is having against countering Acquisitive Crime.
Measure 10: The level of satisfaction of victims of crime with the service provided by the city of London police.
Measure 11: The percentage of people surveyed who believe the police in the City of London are doing a good or excellent job.

9. The Force will provide an analysis in each of the 4P priority areas as to the impact it is having on the crime/threat and if it has the capability to implement the planned actions required to mitigate the threat more effectively. This will provide an idea of the different demand priorities for the Force and how we need to allocate resources to deal with the threats. Decisions can then be made providing your Sub Committee with the oversight as to why resources may have been prioritised within one priority area over another.

10. Rationale will also be provided on any change in the Force priority areas within year following reviews of the Control Strategy.

OTHER SIGNIFICANT IMPLICATIONS

11. The report on the Force plan will provide Members with oversight into the delivery of the Policing Plan which is refreshed annually to reflect changing priorities within the City.

CONCLUSION

12. The Force Plan for 2017/18 has been designed to provide oversight into the activities and impact the Force is having on mitigating the threats and risks associated with the priorities listed within the Policing Plan.

Appendix A: Draft Force Plan 2017/18

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City of London Police

Policing Plan Performance Measures 2017-18

DRAFT NOT PROTECTIVELY MARKED – MANAGEMENT DRAFT

Contents Summary

MEASURE	ASSESSMENT
1. City Crime Overview	
2. Counter Terrorism 4P Overview	
3. Cyber Attack 4P Overview	
4. Fraud 4P Overview	
5. Vulnerable People 4P Overview	
6. Violent Crime 4P Overview	
7. Road Policing 4P Overview	
8. Public Order and Protective Security 4P Overview	
9. Acquisitive Crime 4P Overview	
10. Victim Satisfaction	
11. Customer Satisfaction Survey	

DRAFT NOT PROTECTIVELY MARKED – MANAGEMENT DRAFT

1. City Crime Overview

Area 1	City Crime Overview
AIM/RATIONALE	To ensure the overall picture of crime within the City is monitored and emerging trends are acted upon within year.
MEASUREMENT	PMG will receive data around current levels of overall crime, trend information and analysis. **GUIDE:** **SATISFACTORY:** Reducing trend of crime or within statistical tolerance levels (as indicated monthly on performance charts) **CLOSE MONITORING:** No stable trends indicated or increase on previous month **REQUIRES ACTION:** Systemic increase in levels of violent crime
DATA SOURCES	FIB
ASSESSMENT	

Crime Summary - Year to Date

Crime Category	2016/17		2017/11		Change	
	From		From		Number	%
	To		To			
Homicide						
Violence with Injury						
Violence Without Injury						
Rape						
Other Sexual Offences						
Victim-Based Violence						
Robbery of Business Property						
Robbery of Personal Property						
Burglary in a Dwelling						
Burglary - Non Dwelling						
Vehicle Offences						
Theft from the Person						
Bicycle Theft						
Shoplifting						
All Other Theft Offences						

Victim-Based Acquisitive Crime									
Arson									
Criminal Damage									
Arson & Criminal Damage									
Victim-Based Crime									
Drug Offences									
Possession of Weapons Offences									
Public Order Offences									
Misc Crimes Against Society									
Crimes Against Society									
All Crime									

DRAFT NOT PROTECTIVELY MARKED – MANAGEMENT DRAFT

Monthly Chart

All Crime

Overall Crime	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2016-17 (Month)												
2017-18 (Month)												
Change (Month)												
2016-17 (YTD)												
2017-18 (YTD)												
Change (YTD)												
Prediction 17/18 FY End												

2. Counter Terrorism 4P Overview

Area 2	Counter Terrorism
4P Plan Lead	DCI Service
AIM/RATIONALE	The aim is to provide the Force with an overview of activity undertaken to combat the terrorist threat facing the City and ensure the Force is providing an adequate response to mitigate this threat.
DEFINITIONS	
MEASUREMENT	**GUIDE:** **Satisfactory**: **Capability:** The Force has sufficient resources to implement the 4P plan as envisaged **Impact:** There is evidence the tactics used are having the desired impact on the threat level facing the City. **Close Monitoring**: **Capability:** The Force has a slight shortage in resources or capability to implement 4P Plan but this is being filled from other areas within the Force. **Impact:** There is little or no evidence that the tactics used by the Force are having the desired impact on the threat level facing the City. **Requires Action:** **Capability**: The Force does not have the capability to implement the 4P plan and cannot transfer resources in from other areas to work on desired outcomes. **Impact**: The Force tactics are having no impact on the threat level facing the City and action is required to change approach used.
DATA SOURCE	SB & PIU
ASSESSMENT	**Capability** | **Impact**

OP LIGHTNING REPORTS WITHIN CITY (CT& SB to update)

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	CURRENT THREAT LEVEL
Op Lightning Reports 2016-17													SEVERE
Op Lightning Reports 2017-18													THREAT LEVEL FROM PREVIOUS MONTH
Trend													SEVERE

City Counter Terrorism Briefings (CT& SB to update)

Month	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR
2016/17 briefings, training and table top exercises	98	95	47	80	43	83	45	93				
2017/18 briefings, training and table top exercises												

2016/17 YTD Briefing Total =
2017/18 YTD Briefing Total =

Counter Terrorism Investigation Demand (CT& SB to update)

Month	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR
Number of Investigations processed by CT FMIU												
Trend												
Year to Date Rolling Total												

Pursue Update	TBC
Protect Update	

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Number Griffin Attendees												
Percentage consider Force capable												
Number Argus Attendees												
Percentage consider Force capable												

Servator Update & Outcomes (Servator to provide update)

Prevent Update	Prevent Activities undertaken with the Corporation (CT& SB to update)
Prepare Update	Activities to improve awareness and response capabilities within the City (CT& SB to update) CT Exercises undertaken (Force only and with partner agencies) I&I to provide exercise update from Force calendar.

3. Cyber Attack 4P Overview

Area 3	Cyber Attack
4P Plan Lead	DCI Stokes
AIM/RATIONALE	The aim is to provide the Force with an overview of activity undertaken to combat the cyber crime threat facing the City and ensure the Force is providing an adequate response to mitigate this threat.
DEFINITIONS	Cyber Crime is a crime undertaken using... Cyber enabled crime is a
MEASUREMENT	Assessment is based on current levels of cyber crime, trend information and analysis. **GUIDE:** **Satisfactory**: **Capability:** The Force has sufficient specialist resources/capability to respond effectively to local victims/incidents of cyber-crime and to implement the wider 4P plan **Impact:** There is evidence to suggest the tactics used are having a positive impact on tackling the local threat and also contributing towards tackling the broader national threat **Close Monitoring**: **Capability:** The Force has a shortage of specialist resources/capability to respond effectively to local victims/incidents of cyber-crime and to implement the wider 4P plan, but there are measures in place to address the current shortfall **Impact:** There is little or no evidence to suggest the tactics used are having a positive impact on tackling the local threat or contributing towards tackling the broader national threat **Requires Action:** **Capability**: The Force does not have sufficient specialist resources/capability to respond effectively to local victims/incidents of cyber-crime and to implement the wider 4P plan and there are no measures in place to address the current shortfall **Impact**: The tactics used are not having a positive impact on tackling the local threat or contributing towards tackling the broader national threat
DATA SOURCE	PIU (I&I) for crime stats
ASSESSMENT	**Capability** | **Impact**

Cyber Crime NFIB Referrals	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2016-17 (Month)												
2017-18 (Month)												
Change (Month)												
2016-17 (YTD)												

2017-18 (YTD)												
Change (YTD)												

Bespoke Cyber Protect Victim Meetings	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Victim Meetings												
Number of NFIB Cyber Referrals												
Difference												

Volume of Intelligence Disseminations	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Number of Disseminations												
2017-18 (YTD)												

Capturing volume of intelligence disseminations relating to harmful entities to law enforcement partners; regional/national/international

Pursue Update	Text on above table, volumes of reported crimes and investigations of note
Protect Update	Text on cyber protect victim meetings and additional text detailing cyber protect projects/initiatives
Prevent Update	Text on intelligence disseminations relating to harmful entities and additional text concerning specific disruption activity
Prepare Update	Text to capture collaborative local/regional/national approach, responding to CoL jurisdictional reports in partnership with FALCON and National Crime Agency

4. Fraud 4P Overview

Area 4	Fraud
4P Plan Lead	D.Supt Woodall
AIM/RATIONALE	The aim is to provide the Force with an overview of activity undertaken to combat the fraud threat facing the City and ensure the Force is providing an adequate response to mitigate this threat.
DEFINITIONS	
MEASUREMENT	**GUIDE:** **Satisfactory**: **Capability:** The Force has sufficient resources to implement the 4P plan as envisaged **Impact:** There is evidence the tactics used are having the desired impact on the threat level facing the City. **Close Monitoring**: **Capability:** The Force has a slight shortage in resources or capability to implement 4P Plan but this is being filled from other areas within the Force. **Impact:** There is little or no evidence that the tactics used by the Force are having the desired impact on the threat level facing the City. **Requires Action:** **Capability**: The Force does not have the capability to implement the 4P plan and cannot transfer resources in from other areas to work on desired outcomes. **Impact**: The Force tactics are having no impact on the threat level facing the City and action is required to change approach used.
DATA SOURCE	
ASSESSMENT	**Capability** | **Impact**

Overview - The number of frauds reported and disseminated within the City.

The number of frauds reported by City based victims to Action Fraud Apr 16 – Mar 17															
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	16/17 YTD	15/16 YTD	YTD % Change
City based victim reports															

The number crimes (NFRCs) disseminated to the City from the NFIB Apr 16 – Mar 17															
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	16/17 YTD	15/16 YTD	YTD % Change
NFRCs Disseminations to the City															

Please Note: It should be noted that City of London investigations will focus on criminal activity rather than victim location, and therefore many of the crimes accepted will not relate to those reported by City of London based victims. The majority of City of London based victims will therefore have their crime (if appropriate) investigated by other forces or ECD departments

(IFED, DCPCU), due to where the suspected criminal activity has taken place.

Breakdown the reported and disseminated crimes reports

233 NFIB6B – Insurance Broker Frauds crimes were reported in November, all of which relate to reports regarding AXA insurance. All reports made during this period were a result of historic work carried out during an IFED investigation when multiple additional crimes were discovered. All reports made in this period were therefore part of a data recording exercise rather than new crimes being reported within the City.

A breakdown of all fraud types reported by city based victims within November are recorded below:

Fraud Type	No. of Reports	Fraud Type	No. of Reports

Frauds types disseminated to the city during Nov 16.

A breakdown of fraud types disseminated to CoLP recorded within November are recorded below:

Fraud Type	No. of Reports	Fraud Type	No. of Reports

- Break down of crimes/ investigations accepted rejected and if they relate to new or existing investigations.
- New Fraud investigations created on UNIFI

Assessment measure 1) City fraud Investigations resulting in positive action

Aim: Ensuring that all enforcement and learning opportunities are utilised through judicial outcomes, disruptions or intelligence products will help to reduce the impact of the economic threat within the City, improve our knowledge and capability and enhance victim satisfaction.

Linked 4P Plan: ECD Fraud Team & CoLP officer's activity (Pursue), OP Broadway activity (Prevent), Issued products and alerts, stakeholder engagement and media campaigns (Protect), Information sharing with public/private partners (Prepare).

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	16/17 YTD	15/16 YTD	YTD % Change
% of City fraud investigations resulting in a positive outcome.															
Total number of City fraud Investigations reaching point of outcome.															
Total number of City fraud investigations resulting in a positive outcome.															

Analysis of trends and activity:

Assessment measure 2) CoLP Outcome Rate (Outcome rate Dissemination vs. judicial/ non judicial outcomes)

Aim: To ensure the effective response to fraud offenders operating within the jurisdiction of the City of London highlighting the impact of demand and capability.

Linked 4P Plan: Overview of Enforcement activity (Pursue)

	Apr 13 – Mar 16	Q1 (Apr 13 – June 17)	Q2 (Apr 13 – Sep 17)	Q3 (Apr 13 – Dec 17)	Q4 (Apr 13 – Mar 18)	To-date % Change
Cumulative number of crimes disseminated to CoLP						
Cumulative number of outcomes reported to NFIB						
Cumulative number of Judicial Outcomes reported						
Cumulative number of Non- Judicial Outcomes (NFA) reported.						
Outcome rate						

Analysis of trends and activity:

Assessment measure 3) Victim satisfaction – (National measure)

Aim: To ensure that a first class service is provided to victims of fraud giving them support at all stages throughout the investigative process.

Linked 4P Plan: Op Signature Victim care unit (Protect), Stakeholder engagement (Protect), tailored products and alerts (Protect).

Taking your whole experience into account, how satisfied are you with the service provided by the officers from the ECD in this case? - Cumulative response Apr 14 - Dec 16

	2014/15				2015/16				2016/17				Cumulative trend
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Percentage of respondents satisfied	**40%**	**50%**	**65%**	**68%**	**68%**	**70%**	**71%**	**71%**	**72%**	**72%**	**72%**		**0% ▶**
Number of respondents satisfied	21	39	119	133	166	187	209	224	234	293	305		-
Number of valid responses	53	78	183	197	244	269	295	316	326	406	426		-

Supporting information

Overall, how satisfied are you with the initial service provided by officers from the Economic Crime Directorate?

	2014/15				2015/16				2016/17				Cumulative trend
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Percentage of respondents satisfied	**60%**	**63%**	**76%**	**77%**	**76%**	**76%**	**75%**	**75%**	**75%**	**76%**	**76%**		**0% ▶**
Number of respondents satisfied	33	50	141	153	186	205	223	238	247	310	324		-
Number of valid responses	55	80	186	199	245	270	297	319	329	409	429		-

Analysis of trends and activity:

Pursue Update	• Overview of enforcement activity • Overview of asset recovery activity • Suspicious Activity Reports (SARs) update

Protect Update	• Overview of stakeholder engagement activities
	• Victim support update (Op Signature)
	  ○ Victim care unit project update and then satisfaction results once available.
	• City of London Twitter Engagement rate (included narrative)
	• Number of tailored products and alerts – (National)
	  ○ Satisfaction of products and alerts – (National)

Prevent Update	• Overview of Op Broadway activity • City based media campaigns update
Prepare Update	• Update on information sharing with public/private partners • Update on new agreements/ legislations that support policing fraud within the city • Overview of stakeholder engagement activities

5. Vulnerable Persons 4P Overview

Area 5	Vulnerable Persons
4P Plan Lead	Supt Isaacs
AIM/RATIONALE	The aim is to provide the Force with an overview of activity undertaken to protect vulnerable people within the City and ensure the Force is providing an adequate response to improve public safety.
DEFINITIONS	
MEASUREMENT	**GUIDE:** **Satisfactory**: **Capability:** The Force has sufficient resources to implement the 4P plan as envisaged **Impact:** There is evidence the tactics used are having the desired impact on the threat level facing the City. **Close Monitoring**: **Capability:** The Force has a slight shortage in resources or capability to implement 4P Plan but this is being filled from other areas within the Force. **Impact:** There is little or no evidence that the tactics used by the Force are having the desired impact on the threat level facing the City. **Requires Action:** **Capability**: The Force does not have the capability to implement the 4P plan and cannot transfer resources in from other areas to work on desired outcomes. **Impact**: The Force tactics are having no impact on the threat level facing the City and action is required to change approach used.
DATA SOURCE	
ASSESSMENT	**Capability** | **Impact**

Monitoring Suicide Attempts within City

Month	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR
Number of Suicide Attempts within City												
Trend												
Number of successful Suicide Attempts within City												
Trend												

Domestic Abuse Crimes and Incidents

Month	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR
Number of Domestic Abuse Crimes												
Trend												
Number of Domestic												

Abuse Incidents												
Trend												

ASB Incidents against Vulnerable Victims (Break down as per SOP categories only)

Month	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR
ASB Incidents against vulnerable victims												
Trend												

Other stats on vulnerable people that can be collated within relevance for strategy? e.g. CSE, FGM, Domestic Abuse to encourage positive reporting in these areas.

Pursue Update

Proceed with victimless prosecution
Use of National Referral Mechanism for suspected people trafficking offences

Protect Update

Number of Domestic Abuse cases referred to MARAC

Month	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR
Number of Referrals												
Trend												

Completion Rates of DASH books against number of Domestic Abuse crimes/incidents

Month	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR
Completion rates (%)												
Trend												

Narrative to explain when victims refuse as this will explain why 100% is not reached each month.

Prevent Update

Number of care plans in place for individuals who repeatedly threaten suicide

Prepare Update

Number of Child coming to notice (377's) completed in relation to domestic abuse cases

Month	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR
Number of domestic related CCN												
Trend												

6. Violent Crime 4P Overview

Area 6	Victim Based Violent Crime			
4P Plan Lead	Supt Evans			
AIM/RATIONALE	The aim is to provide the Force will sufficiently detailed information (intelligence and statistics) to allow it to manage its response to violent crime efficiently and effectively. Victim based violent crime is one of two categories of crime (the other being acquisitive crime) that constitutes the greatest volume of crime.			
DEFINITIONS	"Victim-based violent crime" comprises homicide, violence with injury, violence without injury, sexual offences. "Systemic increase" is one that is 6 consecutive increases above the mean or 4 consecutive increases above a control level			
MEASUREMENT	PMG will receive data around current levels of victim-based violent crime, trend information and analysis. **GUIDE:** **Satisfactory**: **Capability:** The Force has sufficient resources to implement the 4P plan as envisaged. **Impact:** There is evidence the tactics used are having the desired impact on the threat level facing the City. **Close Monitoring**: **Capability:** The Force has a slight shortage in resources or capability to implement 4P Plan but this is being filled from other areas within the Force. **Impact:** There is little or no evidence that the tactics used by the Force are having the desired impact on the threat level facing the City. **Requires Action:** **Capability**: The Force does not have the capability to implement the 4P plan and cannot transfer resources in from other areas to work on desired outcomes. **Impact**: The Force tactics are having no impact on the threat level facing the City and action is required to change approach used.			
DATA SOURCE	PIU (I&I) For Crime Stats			
ASSESSMENT	**Capability**		**Impact**	

DRAFT NOT PROTECTIVELY MARKED – MANAGEMENT DRAFT

Victim Based Violent Crime	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2016-17 (Month)												
2017-18 (Month)												
Change (Month)												
2016-17 (YTD)												
2017-18 (YTD)												
Change (YTD)												
Prediction 17/18 FY End												

Include breakdown of crime types (comprises homicide, violence with injury, violence without injury, sexual offences [Reported as Rape and other sexual offences]) This will allow context for crime type and trends occurring within the City.

Pursue Update	Provide Arrest figures for violent crime with detected and undetected figures for crime breakdown provided above. (PIU to provide figures)
Protect Update	Licensing trust forum work – partnership work with licensing trade within City. (This will include the work being undertaken by the Force to work with our community to mitigate the threat and harm violent crime has as part of the night time economy, demonstrating how the use of the night time levy funding is being used to assist the trade of the business community that provides this funding stream for the Force)
Prevent Update	Identifying, with the licensing trade, how we can reduce the impact excess alcohol has in causing violent crime within the City and put into place measures in partnership with them to prevent alcohol being a contributory factor in this crime area. (Update on work being undertaken and initiatives rolled out within City, will link with report within Protect area)
Prepare Update	Work in partnership with Corporation to establish changes in City infrastructure (Hotels, Bars, Office Space etc) to assess the changing level of Demand facing the Force and its potential impact on violent crime and any links to the expansion of the night time economy and services provided within the City. Work with BTP in assessment of night tube and the implications this may have on demand within the City.

7. Road Policing 4P Overview

Area 7	Road Policing
4P Plan Lead	Insp Smallwood
AIM/RATIONALE	The aim is to provide the Force with an overview of activity undertaken to improve road safety within the City and ensure the Force is providing an adequate response to mitigate this threat.
DEFINITIONS	
MEASUREMENT	**GUIDE:** **Satisfactory**: **Capability:** The Force has sufficient resources to implement the 4P plan as envisaged **Impact:** There is evidence the tactics used are having the desired impact on the threat level facing the City. **Close Monitoring**: **Capability:** The Force has a slight shortage in resources or capability to implement 4P Plan but this is being filled from other areas within the Force. **Impact:** There is little or no evidence that the tactics used by the Force are having the desired impact on the threat level facing the City. **Requires Action:** **Capability**: The Force does not have the capability to implement the 4P plan and cannot transfer resources in from other areas to work on desired outcomes. **Impact**: The Force tactics are having no impact on the threat level facing the City and action is required to change approach used.
DATA SOURCE	PIU (I&I) for stats
ASSESSMENT	**Capability** | **Impact**

KSI stats for City roads 2017/18

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	FYTD
FATAL													
SERIOUS													
SLIGHT													

2015 comparison

The figures below represent killed and serious injury only. AoJ to provide other statistics.

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	FYTD
2016/17													
2017/18													

Pursue Update	Criminal Enforcement activity update **Conduct regular, targeted criminal enforcement activities on the roads (to ensure that higher risk road user behaviour is addressed through criminal prosecution or educational alternatives, such as Traffic Offence Reports).** Number of operations conducted in partnership with Freight compliance unit.
Protect Update	Sharing of collision and safety data with Corporation (Update on issues identified and shared) **Pass on collision data (STATS19) to the City of London Corporation (to assist the local authority to make decisions on engineering matters relating to road layouts and junctions).**
Prevent Update	Education activities delivered to support the City of London Corporation and Transport for London casualty reduction target. **Support road safety campaigns and events delivered by the City of London Corporation (to support the local authority statutory responsibility for road safety)**.
Prepare Update	FLO provision **Appoint Family Liaison Officers as part of every serious and fatal road collision investigation (to ensure appropriate support is provided throughout an investigation).**

DRAFT NOT PROTECTIVELY MARKED – MANAGEMENT DRAFT

8. Public Order & Protective Security 4P Overview

Area 8	Public Order & Protective Security			
4P Plan Lead	CI Burgess			
AIM/RATIONALE	The aim is to provide the Force with an overview of activity undertaken to mitigate the threat facing the City through public disorder and ensure the Force is providing an adequate response to mitigate this threat.			
DEFINITIONS				
MEASUREMENT	**GUIDE:** **Satisfactory**: **Capability:** The Force has sufficient resources to implement the 4P plan as envisaged **Impact:** There is evidence the tactics used are having the desired impact on the threat level facing the City. **Close Monitoring**: **Capability:** The Force has a slight shortage in resources or capability to implement 4P Plan but this is being filled from other areas within the Force. **Impact:** There is little or no evidence that the tactics used by the Force are having the desired impact on the threat level facing the City. **Requires Action:** **Capability**: The Force does not have the capability to implement the 4P plan and cannot transfer resources in from other areas to work on desired outcomes. **Impact**: The Force tactics are having no impact on the threat level facing the City and action is required to change approach used.			
DATA SOURCE	UPD			
ASSESSMENT	**Capability**		**Impact**	

Number of pre-planned events to be policed within year (Calendar of events)
Response to number of public order events within City (Number of events each month UPD responded to)

Pursue Update	Narrative of Force preparedness for policing pre-planned events detailed in calendar above (this will be achieved through a review of operational orders) Number of officers available for deployment (Duties Planning to provide)
Protect Update	Engagement activities with community and protest groups to ensure events are managed effectively (Survey to measure here to be confirmed with Corporate Comms how this will be achieved with a new line on Corporacy with Force surveys)
Prevent Update	Details of public order intelligence research (How Force is responding to threat and preparing to manage protests) (Return from FIB on intelligence products provided and work being undertaken to support Force deployments and activities)
Prepare Update	Monitor capability (Public Order trained officers numbers) (Levels of officers in post against compliment already provided within tactical assessment report) Partnership activities with Corporation (Update of work undertaken with partners, may feature in update for first area, will review when information provided as to which section suits best) Partnership activities with other agencies (as above)

DRAFT NOT PROTECTIVELY MARKED – MANAGEMENT DRAFT

9. Acquisitive Crime 4P Overview

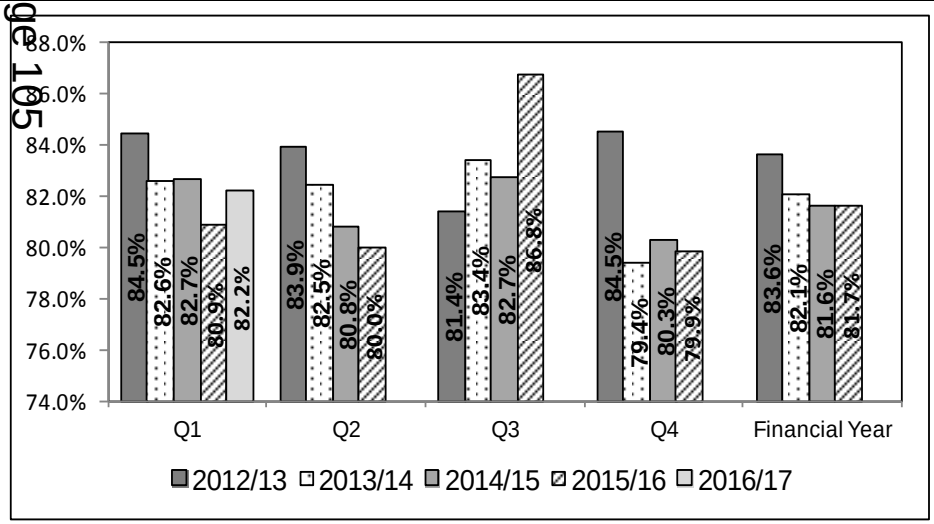
Area 9	Acquisitive Crime
4P Plan Lead	DCI Hayman
AIM/RATIONALE	The aim is to provide the Force with sufficiently detailed information (intelligence and statistics) to allow it to manage its response to acquisitive crime efficiently and effectively. Victim based acquisitive crime represents the Force's largest volume crime area.
DEFINITIONS	"Victim-based acquisitive crime" comprises robbery, vehicle crime, theft , theft from person, burglary, shoplifting and cycle theft. "Systemic increase" is one that is 6 consecutive increases above the mean or 4 consecutive increases above a control level
MEASUREMENT	Assessment is based on current levels of victim-based acquisitive crime, trend information and analysis. **GUIDE:** **Satisfactory**: **Capability:** The Force has sufficient resources to implement the 4P plan as envisaged **Impact:** There is evidence the tactics used are having the desired impact on the threat level facing the City. **Close Monitoring**: **Capability:** The Force has a slight shortage in resources or capability to implement 4P Plan but this is being filled from other areas within the Force. **Impact:** There is little or no evidence that the tactics used by the Force are having the desired impact on the threat level facing the City. **Requires Action:** **Capability**: The Force does not have the capability to implement the 4P plan and cannot transfer resources in from other areas to work on desired outcomes. **Impact**: The Force tactics are having no impact on the threat level facing the City and action is required to change approach used.
DATA SOURCE	PIU (I&I) for crime stats
ASSESSMENT	**Capability** | **Impact**

Acquisitive Crime	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2016-17 (Month)												
2017-18 (Month)												
Change (Month)												
2016-17 (YTD)												
2017-18 (YTD)												
Change (YTD)												
Prediction 17/18 FY End												

Pursue Update	Table of number of identified series of offences Analysis o time taken form identification of a series offender to their arrest/mitigation Number of offenders subject to Criminal Justice Disposal (Number of charges, Number of Cautions, Number of restorative justice outcomes, number of offences taken into consideration)
Protect Update	Op Steel Update (Overview of operational activity, impact operation is having, assessment of results)
Prevent Update	Offender monitoring activities (To include: The number of early street interventions where we are satisfied that the police's challenge of offending behaviour has prevented offences occurring supported by intelligence submissions and the occasions CID use bail conditions / remands to manage offending behaviour. Once again relatively easy for the teams to collate as they go)
Prepare Update	Progress on crime advice communications plan Safer City Partnership communications work

10.Victim Satisfaction Overview

Area 10	Levels of satisfaction of victims of crime with the service provided by the city of London police.
OWNER	UPD
AIM/RATIONALE	The aim of this measure is to provide the Force will sufficiently detailed information to manage the quality of its service provision to the victims of crime. Although victim satisfaction surveys are a statutory requirement, they provide an essential indicator of the level of professionalism the Force portrays and provides. The Force includes victims of acquisitive crime, which is not required by the Home Office, as without those victims, the sample size for the City of London would not be statistically valid.
DEFINITIONS	"Victim of crime" are victims of violent crime (except sexual offences), vehicle crime, acquisitive crime and criminal damage
MEASUREMENT	PMG will receive quarterly reports of the results of survey results with comparative and trend information. Quarterly results will be broken down to report satisfaction with regard to ease of contact; actions taken; follow up; treatment; and whole experience. Whilst PMG can direct action in relation to any of those categories, the principal measure will be the results for whole experience. **GUIDE: SATISFACTORY:** 85% - 100% **CLOSE MONITORING:** 80% - 84% **REQUIRES ACTION:** Less than 80% or reducing trend
DATA SOURCE	PIU (I&I)
ASSESSMENT	



ADR National Comparison (12 Month to Sept 16)					
Core Area's	CoLP	National Average	Met	CoLP's rank	Met's Rank
Ease of Contact	92.4%	93.4%	93.4%	26	23
Actions Taken	86.0%	79.9%	75.9%	8	31
Follow Up	87.6%	73.2%	71.7%	1	27
Treatment	94.6%	92.9%	89.7%	8	41
Whole Experience	87.4%	82.7%	79.1%	6	35

Table 1: Displaying the National, Met and CoLP rolling 12 month VOC data till September 2016 with CoLP and Met ranking.

2016/17					
	Ease of Contact	Action	Follow up	Treatment	Whole Experience
Q1	95.7%	83.7%	82.2%	94.4%	85.6%
Q2	90.8%	82.9%	81.6%	93.0%	80.1%

Table 2: Comparing Q2 results with Q1 for FY 2016/17 (a drop in satisfaction in all areas)

Report the same format as 2016/17, Q2 2016/16 figures provided for reference of layout

11.Customer Satisfaction Survey

Area 11	The percentage of people surveyed who believe the police in the City of London are doing a good or excellent job
OWNER	BSD
AIM/RATIONALE	This measure assesses the public's perception of the Force, based on people who probably have not been a victim of crime but are part of the City of London community, be it in the capacity of resident, worker, or business. It will use a different survey from the Street Survey.
DEFINITIONS	NA
MEASUREMENT	The measure will be assessed by the annual customer survey conducted for the customer workstream of City Futures which assesses a range of service outcomes, from feeling of safety during the day and after dark to how well the public feel the Force is performing. **GUIDE: SATISFACTORY:** 85% - 100% **CLOSE MONITORING:** 80% - 84% **REQUIRES ACTION:** Less than 80% or reducing trend
DATA SOURCE	STRATEGIC DEVELOPMENT/CORPORATE COMMUNICATIONS
ASSESSMENT	

Committee(s):	Date(s):
Police: Performance and Resource Management Sub Committee	23rd February 2017
Subject: Human Resources Monitoring Information 1st April 2016 – 31st December 2016	**Public**
Report of: Commissioner of Police Pol 15-17	**For Information**

Summary

This report sets out the City of London Police ('the Force') human resources monitoring data for the 9 month period between 1st April and 31st December 2016. However, sickness data is only available to July 2016 as detailed in the report owing to configuration issue. It is anticipated a full sickness data set will be available for the end of the performance year and will be reported to your May 2017 Performance Sub Committee. The data presented is in the format previously agreed by the Committee.

The data in the report includes information on:

- The Force strength – which at the end of December was 681.83 (FTE) Police Officers and 407.42 (FTE) Police Staff which includes PCSOs.
- Please note, that the Establishment is at 468.1 for staff and 728 for officers the strength is based on how many we had in force at the end of December 2016
- Joiners and leavers – 33 Police Officers joined the Force during the reporting period, and 52 left. There have been 36 Police Staff joiners, 40 have left. There have been 11 Special Constabulary Officers join the force and 2 volunteers, 11 members of the Special Constabulary have left the force
- Ethnicity – The proportion of regular Police Officers from an ethnic minority background in the Force is 6.5%
- Sickness – the average working days lost for Police Officers was 2.8 days and for Police Staff was 2.46 days (as at July 2016) indicating a reduction in sickness absence.
- For both Police Officers and Police Staff the City of London Police is second in the Home Office League tables out of all forces for sickness performance.
- Grievances – 7 grievance cases have been submitted by 2 Police Officers and 5 Police Staff.
- Employment Tribunals – 4 Employment Tribunal cases have been submitted during the reporting period; 2 of these are National.

Recommendation(s)

Members are asked to:

- Note the report

Main Report

Background

1. The City of London Police Human Resources department provide a performance monitoring report to the Police Performance and Resource Management Sub Committee. This report covers the reporting period between 1 April 2016 and 31 December 2016. This report is set out in the format that the Committee has requested.

Workforce management

2. The City of London Police currently has an overall strength of 681.83 Police Officers, against an establishment model of 728 (financial year 16/17). The establishment is based on the 'agreed Force Structure models, which went through consultation late 15/16. . Significant work has been undertaken on workforce planning during the reporting period through the Strategic Workforce Planning Meeting which is chaired by the Assistant Commissioner . The Assistant Commissioner oversees all workforce planning activity within the Force and reviews the Force structure to ensure that we continue to operate in line with financial reductions. The Force has also introduced a robust programme of Local Resource Planning Meetings between each Directorate and their HR Business Partner.

3. The strength of Police Staff is currently 407.42 (rounded FTE) against an establishment model of 468 (financial year 16/17). These figures are inclusive of Police Community Support Officer's (PCSO) and staff on current Fixed-term contracts. However this figure excludes agency workers (of which there are 18) who are employed covering substantive vacancies whilst recruitment activity is undertaken. A robust framework has been implemented to reduce the number of agency staff covering supernumerary roles which has been achieved and continues to be closely monitored by the Strategic Workforce Planning Meeting.

Rounded FTE		**31/03/13**	**31/03/14**	**31/03/15**	**31/03/16**	**31/12/16**
Officers	Establishment	712.5	732.5	730.5	730.5	728
	Strength	775	742	727	698.86	687.9
Staff	Establishment	422.5	470	460.7	450	468.1
	Strength	394	400	396	413.71	407.42
PCSO's (included in the Staff numbers)	Establishment	16	22	16	22	22
	Strength	16	12	10	16	14.79
Specials	Establishment	100	100	100	100	100*
	Strength	89	82	61	55	61
Agency	Strength	58	74	31	18	14
Volunteers	Strength	25	15	16	23	26

- This is dependent on the Specials and Volunteer deployment plan therefore is subject to change

4. The number of Special Constables has increased over the reporting period once the deployment plan for the Special Constabulary and Volunteers is agreed a recruitment campaign will be launched. HR SMT continues working closely with Specials SMT to refresh the recruitment process.

Leavers

5. During the reporting period, 52 Police Officers and 40 Support Staff left the City of London Police. The breakdown of reasons for leaving the Force is provided in the tables below for each staff group, a further three years of data has been added for analysis.

Police Officers					
Reason for leaving CoLP	**2012 /13**	**2013/14**	**2014/15**	**2015/16**	**Apr 16 – Dec 16**
Death in service	0	0	0	1	0
Dismissed	1	0	1	1	0
Medical Retirement	0	3	0	4	1
Retirement	37	39	25	37	32
Transfer	5	7	2	7	7
Resignation	7	16	13	19	12
Total	**50**	**65**	**41**	**69**	**52**

Special Constabulary					
Reason for leaving CoLP	**2012/13**	**2013 /14**	**2014/15**	**2015/16**	**Apr 16 – Dec 16**
Death in service	0	1	0	0	0
Resignation	9	11	13	6	11
Joined Regulars	1*	0	3	0	0
Dismissal	0	1	0	0	0
Total	**10**	**13**	**16**	**6**	**11**

* joined another force

Police Staff					
Reason for leaving CoLP	**2012/13**	**2013 /14**	**2014/15**	**2015/16**	**Apr 16 – Dec 16**
Death in service	0	0	0	0	1
Dismissed	1	4	3	1	1
Medical Retirement	1	0	1	1	0
Retirement	11	5	3	6	4
Transfer	1	1	7	3	1
Resignation (incl end of contract)	43	42	52	42	33
(To join the Police Service, not CoLP)	1	6	0	0	0
Total	**58**	**58**	**66**	**53**	**40**

Recruitment

7. In the reporting period of 1 April 2016 – 31 December 2016 The City of London Police have run 62 Police Officer recruitment Campaigns. This includes 4 Promotion Campaigns that were also run externally for the ranks of Chief

Superintendent, Superintendent, Inspector and Sergeant. There have also been 82 police staff campaigns during the same period.

8. It is important to note that the numbers of campaigns run, against the number of Police Staff and Police Officers recruited to post will differ as a result of individuals failing to pass the 'vetting' process. As a result further recruitment campaigns are required.

Police Officer recruitment

9. 33 Police Officers were recruited during the period 7 of which joined the City of London Police on promotion, the 27 other officers joined as transferees at differing ranks and specialism's such as Firearms, 11 Special Constables were appointed during this period.

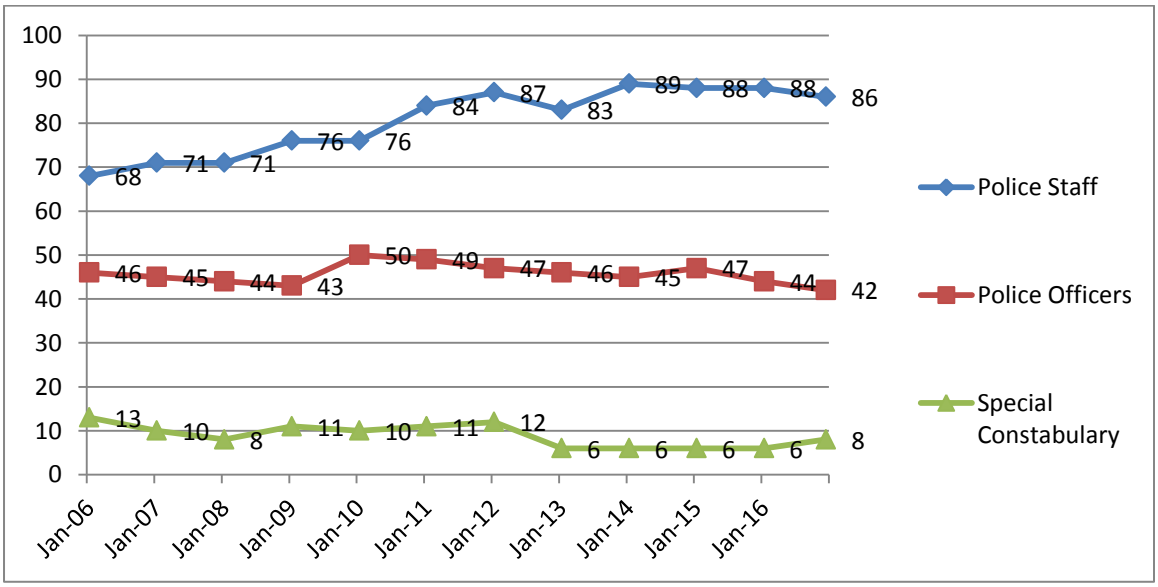
Police Staff recruitment

10. A total of 36 police staff have been appointed to substantive and fixed-term roles during the reporting period. In addition 2 volunteers have been recruited in this period.

Equality and inclusion

Ethnicity

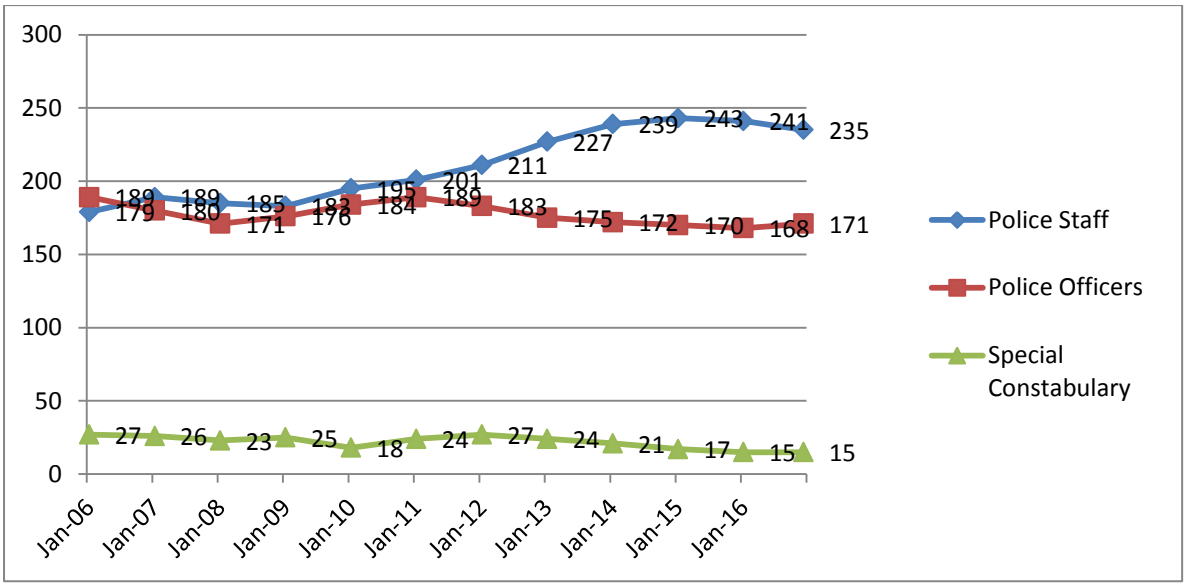
11. During the reporting period, as at the end of December 2016, there has been a slight decrease in the number of Black and Minority Ethnic (BME) Police Officer numbers. This has been due to a combination of retirements and transfers to other forces. The BME 2018 action plan endorsed by the college of policing and the 2016-2017 People Strategy is driving a number of activities and innovative approaches to recruitment and attraction strategies. These are currently in the process of implementation to improve the BME profile.



Gender

12. During the last 5 years (2012 – 2017), the percentage of female Police Officers had started to decrease, however at the end of December 2016 the number of female police officers employed within the City of London had increased slightly, with the number now at 171 female officers and 15 female special constabulary officers. Again as part of 2016-2017 People Strategy a number of activities are being undertaken to improve female representation.

13. The numbers of female Police Staff has reduced slightly. This may be as a result of the restructure that took place within the Business Support Directorate and by the end of staff fixed term contracts.



Disability

14. There are currently 27 Police Officers, 21 Police Staff who identify themselves as having a disability.

15. Currently 25 officers and 1 member of staff are working under either 'recuperative' or 'Adjusted' duties'. Adjusted duties came into effect in January 2016 for all forces and relates to officers whose duties fall short of full deployment in respect of workforce adjustments (including reasonable adjustments under the Equality Act 2010) For an officer to be placed on adjusted duties, he/she must a) be attending work on a regular basis <u>and</u> b) be working for the full number of hours for which he/she is paid (in either full time or part time substantive role).

Sexual Orientation

16. All Police Officers and Police Staff are invited to define their sexual orientation on application to the City of London Police. Across the workforce 14 staff have identified themselves as either lesbian or gay, or bisexual.

Age

17. The current age profile of the workforce ranges between 20 and 50+. There are 139 Police Staff aged over the age of 50 and 268 between the ages of 20 and 50.

18. The age of Police Officers ranges between 21 and 50+, with no officers over the age of 60 years. Police Officers can retire once 30 years' service has been completed and the Force currently has 17 Officers who are eligible to retire immediately and a further 23 officers who could have retired by December 2016.

Religion and belief

19. Currently 20.8% of the total workforce (Police Officers and Police Staff) identify themselves as 'Christian'; 2.9% as 'Muslim'; 0.3% as 'another religion'; 22.2% as having no religious belief and 22% have chosen not to disclose their religion or belief.

Sickness absence management

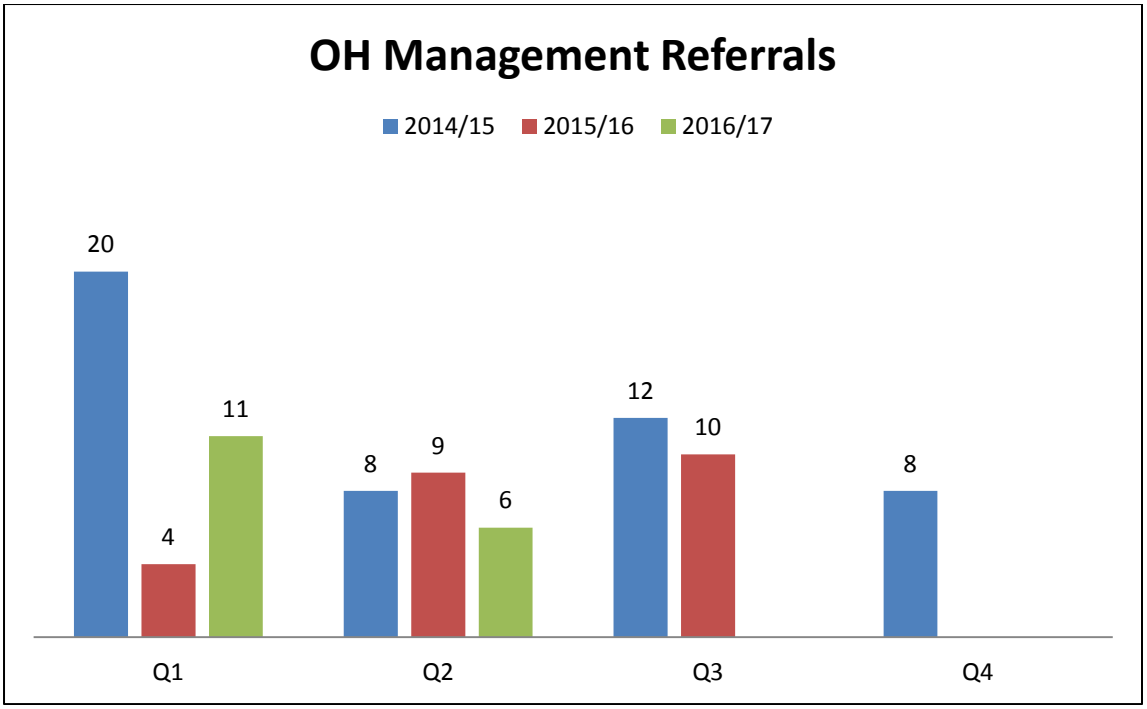
20. The Home Office and Her Majesty's Inspectorate of Constabulary (HMIC) monitor sickness absence by working hours lost against 'available working hours'. During 2016/17, working hours lost were 35,306 for Police Officers and 24,077 for Police Staff. In percentage terms, (working time lost / contracted hours available) this is 2.9% for Police Officers and 3.1% for Police Staff. For both Police Officers and Police Staff the City of London Police is second in the Home Office League tables out of all forces for sickness performance.

21. The City of London uses working days lost as a comparator. The average of working days lost for Police Officers was 2.8 against a target of 6 and staff 2.46 against a target of 7, as at the end of July 2016. The reason for this data cut off being used rather than December 2016 is due to the HR Systems upgrade that took place over Summer 2016, and a subsequent ongoing system configuration issue. The relevant data extraction report is in the process of being built and it is anticipated that a full data set will be available for the end of year HR Monitoring Report to your May 2017 Performance Sub Committee. Both of these figures are a reduction compared to 2015/16.

22. A comparison between City of London Police and City of London Corporation average working days lost shows that City of London Corporation has seen a downwards trend from 9.13 (2008/9) to 5.64 (2015/16). The City of London Police has seen a decrease from 9.4 (2008/9) to 5.26 (as at July 2016).

23. The Police Staff figure has also seen a decrease from 5.2 (2008/9) to 2.46 (July 2016).

24. The reporting of Occupational Health referrals is quarterly reporting and therefore this has been reflected in the management information contained in this report. The overall number of referrals has remained fairly consistent in quarters 2 and 3. Quarter 4 results are expected to be higher following the recent activity with adjusted duties and early interventions in managing sickness absence which are now embedded across the Force. The Unsatisfactory Performance Procedure (UPP) is also now being used more effectively to manage underperformance related to sickness and capability for Police Officers and is closely monitored through regulation 28 meetings chaired by the Commander.



Grievances and Employment Tribunals

25. During the reporting period a total of 7 grievances have been raised which consisted of 5 grievances from Police Staff and 2 grievances from Police Officers.

26. The City of London Police received four Employment Tribunal (ET) claims within the reporting period which relate to claims of sex discrimination and / or disability discrimination and which are ongoing, Two ET's involving a number of CoLP officers are part of a national action, with officers from a large number of forces nationally taking action over age discrimination and equal pay matters as a result of the changes to the Police Pension Scheme.

Recommendations

27. Members are asked to note the report.

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Committee(s)	Dated:
Performance and Resources Sub (Police) Committee	23 February 2017
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 (CoLP) since the last report in November 2016.

Work is progressing on the 2016-17 planned internal audit work and is on target to have completed all audits to a minimum of draft report stage by 31st March 2017. There are seven full assurance audits included in the plan: three audits (CoLP Community Consultation, CoLP Policies and Procedures, and the Economic Crime Academy) have all been completed to Final Report Stage. The draft report for an audit of CoLP Governance Framework and Performance Measures has been issued recently. The fieldwork is in progress for the remaining three audits: Police Budget Monitoring, Police Grants and Income Streams and Income Generation.

As previously agreed with your committee, where findings and recommendations from corporate-wide audit reviews impact on the City Police details will be reported at the next committee meeting. There are four planned corporate audits for 2016-17, work on these audits to date has not resulted in recommendations that impact on the City Police.

The previous report made to the November 2016 Committee included the results of the recent CoLP audit recommendations follow-up exercise. There are four outstanding recommendations, one Red rated, and three Amber rated, the Red rated recommendation is in respect of the CoLP Supplies and Services Audit 2015-16 with a revised completion date of April 2017.

The draft Internal Audit Plan for 2017-18 has been prepared and details, including pen pictures for the 2017-18 audits, and the three year strategic audit plan, are included as Appendix 3. There are seven full assurance reviews planned for the financial year 2017-18 totalling 75 days. In addition, there will be a number of corporate audits undertaken which will feed into the overall assurance for the City of London Police.

Recommendation

Members are asked to:

- Note the report and provide any comments on the 2017-18 Internal Audit Plan.

Main Report

Internal Audit Plan 2016-17

1. There are seven full assurance audits included in the plan: three audits (CoLP Community Consultation, CoLP Policies and Procedures, and the Economic Crime Academy) have all been completed to Final Report Stage. The draft report for an audit of CoLP Governance Framework and Performance Measures has been issued recently. The fieldwork for the remaining three audits: Police Budget Monitoring; Police Grants; and Income Streams and Income Generation is in progress. Details of all these audits and progress against the 2016-17 Internal Audit Plan are contained in Appendix 1.

2. As previously agreed with your committee, where findings and recommendations from corporate-wide audit reviews impact on the City Police details will be reported at the next committee meeting. There are four planned corporate audits for 2016-17, work on these audits to date has not resulted in recommendations that impact on the City Police.

Internal Audit Recommendations Follow-up Exercise Update

3. There are four outstanding recommendations: one Red rated, and three Amber rated. The Red rated recommendation is in respect of the CoLP Supplies and Services Audit 2015-16 with a revised completion date of April 2017. See full details of this update exercise in Appendix 2.

4. At the November 2017 meeting the Chairman requested an update on progress in implementing the AMBER rated recommendation for the Telecoms PBX Fraud Audit 2014-15. It has been established that the CoLP Performance Management Group (PMG) have re-allocated responsibility for the Professional Standards Division (PSD) for phones. Now that this action has been taken the PSD is in a position to undertake the necessary work to implement the requirements of the audit recommendation. No date has been provided for the completion of this recommendation.

5. In accordance with the Chairman's request at the November 2016 meeting, the following table includes details of the outstanding recommendations and the position concerning the planned implementation dates.

Table 1: Details Outstanding Recommendations as at 23 February 2017

Audit	Recommendation	Rating	Implementation Date
Police Seized Goods (2013-14)	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.	Amber	31st March 2017
Police Defendants' Bank Accounts (2013-14)	The Head of Finance should perform a quarterly reconciliation of the suspense account (Defendants Bank A/C).	Amber	No revised implementation date provided.
Telecoms PBX Fraud (2014-15)	6.1 Check the telecoms bill regularly including itemised calls, international calls and calls outside of business hours 6.2. Ensure monitoring is occurring in all possible areas (e.g. CoLP IT team, Daisy) 6.3. Ensure monitoring is followed by 'as soon as possible' alerts. 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). 6.5. Formally establish the 'alert' procedure, for suspected fraudulent calls, provided by third parties and evaluate if this is adequate.	Amber	No revised implementation date provided.
Supplies and Services, and Third	City of London Police with Corporate Procurement should	Red	Implementation Date:

Party Payments (2015-16)	formalise a strategy for all uniform spend.		30th April 2017

Internal Audit Planned Work 2017-18

6. The Internal Audit Plan for 2017-18 and the three year strategy have now been drafted. There are seven full reviews of the City Police included within the plan. There are 75 planned audit man days to undertake these audits which these is commensurate to the resources level for 2016-17.

7. The detailed work plan for City Police audit reviews in 2017-18 is as follows:

Table 2: Internal Audit Draft Plan 2017-18

Audit	No Planned Days
Action Fraud Procurement Process	10
Demand Policing and Event Resourcing	10
Police Business Continuity Planning	10
Police Bank Accounts (Defendant's Funds)	15
Police Seized Goods	10
IT Network Security	10
IT Technology Refresh Project	10
Total Planned Days	**75**

8. The "Pen Pictures" for the 2017-18 City Police audit reviews are:

Action Fraud Procurement Process (10 days)

This audit will examine the procurement process for the team and contract monitoring arrangements.

Demand Policing and Event Resourcing (5 days)

The purpose of this audit is to examine the budget setting and monitoring arrangements for ad-hoc non-core policing activities.

Police Business Continuity Planning (10 days)

The audit will focus on the arrangements in place to review, revise and test the CoLP Business Continuity plan.

Police Bank Accounts (Defendant's Funds (15 days)

An audit exercise to ascertain the adequacy of controls over the management of defendants funds.

Police Seized Goods (15 days)

An audit exercise to ascertain the adequacy of controls over the recording and secure storage of seized goods.

IT Network Security (10 days)

The audit will focus on the integrity of the IT network security arrangements.

IT Technology Refresh Project (10 days)

This audit will determine the adequacy of governance of the IT Refresh Project and consider adherence to timescales and the delivery of milestones.

9. The three year strategy 2017- 18 to 2019-20 is included in Appendix 3.

Conclusions

10. The 2016-17 Internal Audit plan is on target for completion to draft report stage for remaining audits by 31st March 2017.

11. Following on from the previously reported audit recommendation implementation follow-up exercise, four recommendations have yet to be fully implemented (One RED and three AMBER rated recommendations).

12. The draft Police audit plan 2017-18 and the three year strategic plan 2017-18 to 2019-20 have been prepared. There are seven full assurance reviews planned for 2017-18 and a total of 75 audit man days.

Appendices

- Appendix 1 – Schedule of Internal Audit Planned Work 2016-17
- Appendix 2 - City Police Recommendation Follow- Up update as at November 2016
- Appendix 3 - Three year City Police audit plan strategy 2017-18 to 2019-20

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Appendix 1

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**
Standard Operating Procedures The Force's process of ensuring that SOPs remain relevant and are reviewed and updated as necessary will be examined.	15	22nd September 2016 (Actual)	Completed	0	1	5	6
Budget Monitoring The City Police's monitoring processes for ensuring that the overall budget is managed during the year.	20	31st March 2017	Fieldwork				
Economic Crime Academy The financial performance of the Academy will be examined, together with the viability of the service comparing costs to income.	5	9th November 2016 (Actual)	Completed	0	5	1	6
Community Consultation The process for community consultation for input to the policing priorities will be reviewed.	5	22nd August 2016 (Actual)	Completed	0	1	0	1

Full Reviews				**Recommendations**			
Project	**Planned Days**	**Planned Completion Date**	**Current Stage**	**Total Red**	**Total Amber**	**Total Green**	**Total**
Grants Audit The Force's compliance with grant terms and conditions will be undertaken for certification purposes as and when requested.	5	28th February 2017	Fieldwork				
Governance Framework and Performance Measures 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	28th February 2017	Draft Report				
Income Streams and Generation The Force's approach to increasing sources of income and new streams will be examined.	20	31st March 2017	Fieldwork				

City Police – Internal Audit Recommendations – Update as at 23rd February 2017

Audit	Recommendation	Rating	Management Response	Update Comment/
Police Seized Goods (2013-14)	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.	Amber	**Management Response as at July 2016**: Cash Management SOP presented to SMB on 14.12.16 where it was agreed. Banking of foreign cash deposits due to be completed in new year.	**Implementation Date: 31st March 2017**
Police Defendants' Bank Accounts (2013-14)	The Head of Finance should perform a quarterly reconciliation of the suspense account (Defendants Bank A/C).	Amber	**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.	The Director of Finance has stated that she has recently been discussing with the Assistant Commissioner an increase in staffing resources in order to take on the task of defendant's bank account management. **No revised implementation date provided.**

Audit	Recommendation	Rating	Management Response	Update Comment/Information Requested
Telecoms PBX Fraud (2014-15)	* See details below	Amber	Whilst IT has ensured that systems are technologically enabled, a lack of ownership to determine policy including alert levels IT should set, escalation paths from IT to business and roles to undertake monitoring and reporting issues into business is preventing final implementation. This finding was escalated to PMG and subsequently taken forward by the AC at Business and Support Services SMT on 01.11.16 where it was agreed that PSD should take on ownership of phones. Monitoring and auditing of usage will be the responsibility of the Force Information Management Services.	. Now that ownership has been agreed a realistic implementation date is being negotiated between the Head of PSD and Information Management Director to agree delivery of recommendations. **No revised implementation date provided.**

Audit	Recommendation	Rating	Management Response	Update Comment/Information Requested
Supplies and Services, and Third Party Payments (2015-16)	City of London Police with Corporate Procurement should formalise a strategy for all uniform spend.	Red	**Management Response** Jan 17 □ DHL (the national provider for police uniform throughout the UK) are still evaluating the CoLP info sent in December. □ Procurement are negotiating various elements of the supply contacts direct with DHL. □ CoL Legal are clarifying various clauses within the MET's contract that CoLP will have to agree. This is becoming a lengthy process with an expected conclusion of Feb 17. □ Contractual offer from DHL not confirmed but now assumed at Feb/March 17 (from Jan). □ Alternative Committee sign off is now likely due to purdah period. □ Go live / mobilisation now estimated at May 17 (from April 17). Final delivery dependant	Owing to delays in the procurement process and legal issues this is now delayed to May, with alternative approval by Committee required owing to purdah period. **Implementation Date: 31st May 2017**

			on completion of legal and procurement work so best estimate of revised completion now given.	

* Telecoms PBX Fraud (2014-15)

Recommendation “6” Amber

6.1 Check the telecoms bill regularly including itemised calls, international calls and calls outside of business hours
6.2. Ensure monitoring is occurring in all possible areas (e.g. CoLP IT team, Daisy)
6.3. Ensure monitoring is followed by ‘as soon as possible’ alerts.
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).
6.5. Formally establish the ‘alert’ procedure, for suspected fraudulent calls, provided by third parties and evaluate if this is adequate.

Recommendation “7” Amber

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:

- 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.

Appendix 3

Three year City Police audit plan strategy 2017-18 to 2019-20

Audit Title	**2017-18**	**2018-19**	**2019-20**
Action Fraud Team	10		
Demand Policing and Event Resourcing	10		
Police Business Continuity Planning	10		
Police Bank Accounts (Defendant's Funds)	15		
Police Seized Goods	10		
IT Network Security	10		
IT Technology Refresh Project	10		
Police Officer Expenses		10	
Police Finance Office Functions		10	
Police Interpreters Fees		5	
Police Informants Funds		15	
Police Premises Expenses		20	
IT Contingency		15	
Police Supplies and Services			20
Police Employees Costs			10
Police Fleet Management			10
Police Compensation Claims			10
Police Fees and Charges			10
IT Contingency			15
Total	**75**	**75**	**75**

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