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Performance and Resource Management Sub (Police) Committee

Date: **TUESDAY, 30 MAY 2017**

Time: **1.45 pm**

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

Members:
Deputy James Thomson (Chairman)
Deputy Douglas Barrow (Ex-Officio Member)
Nicholas Bensted-Smith
Alderman Alison Gowman
Lucy Sandford (External Member)
Kenneth Ludlam
Deputy Keith Bottomley
Vacancy

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

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**
   To agree the public minutes of the meeting held on 23 February 2017.

   For Decision
   (Pages 1 - 8)

4. **ACTIONS TAKEN SINCE THE LAST MEETING OF THE SUB-COMMITTEE**
   Report of the Town Clerk.

   For Information
   (Pages 9 - 10)

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

   For Information
   (Pages 11 - 24)

6. **4TH QUARTER PERFORMANCE AGAINST MEASURES SET OUT IN THE POLICING PLAN 2016-19**
   Report of the Commissioner of Police.

   For Information
   (Pages 25 - 62)

7. **HMIC UPDATE REPORT**
   Report of the Commissioner of Police.

   For Information
   (Pages 63 - 96)

8. **CITY OF LONDON POLICE POLICY OVERSIGHT ANNUAL UPDATE 2016-2017**
   Report of the Commissioner of Police.

   For Information
   (Pages 97 - 102)

9. **HUMAN RESOURCES MONITORING INFORMATION 1ST APRIL 2016 - 31ST MARCH 2017**
   Report of the Commissioner of Police.

   For Information

(Pages 103 - 110)

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

For Information
(Pages 111 - 122)

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

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

13. **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

14. **NON-PUBLIC MINUTES**
To agree the non-public minutes of the meeting held on 23 February 2017.

For Decision
(Pages 123 - 126)

15. **ONE SAFE CITY PROGRAMME - REQUEST FOR FUNDING**
Joint report of the Town Clerk and the Commissioner of Police.

For Information
(Pages 127 - 156)

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

Thursday, 23 February 2017

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

Present

Members:
Deputy Douglas Barrow (Chairman)
Nicholas Bensted-Smith
Alderman Alison Gowman
Kenneth Ludlam
Lucy Sandford

Officers:

Alistair Sutherland	-	Assistant Commissioner, City of London Police
Hayley Williams	-	City of London Police
Stuart Phoenix	-	City of London Police
Paul Adams	-	City of London Police
Lorenzo Conigliaro	-	T/Police Inspector, City of London Police
Caroline Al-Beyerty	-	Deputy Chamberlain
Pat Stothard	-	Chamberlain's Department
Neil Davies	-	Town Clerk's Department
Charlotte Taffel	-	Town Clerk's Department
Alex Orme	-	Town Clerk's Department
Gary Griffin	-	Town Clerk's Department
Chris Butler	-	Town Clerk's Department

1. **APOLOGIES**
Apologies for absence were received Alderman Ian Luder, Deputy Henry Pollard and Deputy James Thomson.

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

3. **MINUTES**
The minutes of the last meeting to be amended to read 'that the meeting held on 7 September 2016 be approved', rather than 7 *December* 2016. (1)

Matters arising

Item 6 - City of London Domestic Abuse Action Plan Update
The Sub-Committee sought an update from the Commissioner on whether it was possible for Front Desk staff to use audio recording or body worn cameras.

The Commissioner noted that confidentiality issues surrounded Front Desk security and that this would be brought back to the Sub-Committee at the next meeting. (2)

Item 7 - 2nd Quarter Performance Against Measures set out in the Policing Plan 2016-19

The Sub-Committee sought an update from the Commissioner on exploring approaches to collating survey data and for those showing dissatisfaction to be asked to complete a more detailed survey. The Commissioner noted that this was part of a wider review on the current survey system and progress would be reported to a future meeting. (3)

Item 8 – HMIC Inspection Update

The Sub-Committee sought an update from the Commissioner on the gap analysis that had been arranged to address shortcomings in Crime Data. A meeting had been convened and an action plan had been drawn up to address vulnerabilities. A future meeting would be scheduled to further address these issues. (4)

RESOLVED – That the minutes of the meeting held on 30 November 2016 be approved.

4. **OUTSTANDING REFERENCES**

The Sub-Committee received a report of the Town Clerk detailing a list of Outstanding References from the last meeting.

Matters Arising

The Sub-Committee asked that all interim updates circulated electronically between meetings be added to the agenda under 'Actions taken since the last meeting of the Sub-Committee'. The Town Clerk undertook to add a default item to all future agendas to detail action taken. (5)

Item 5. Internal Audit Update Report

The Commissioner noted that the latest position in respect of Standing Operating Procedures (SOPs) due for review is reported to the Performance Management Group (PMG) monthly. The Chairman asked that an annual update be provided at the first Sub-Committee meeting in each financial year. (6)

The Chairman noted there was one outstanding reference with regard to recommendations from the audits completed. This related to new officers, staff and contractors signing off that relevant policies and procedures had been brought to their attention as part of the induction process. The Commissioner asserted that the template had been drafted for this purpose and it was with HR for consultation, agreement and implementation. This was estimated to be complete by the end of February 2017. (7)

Item 7. 2nd Quarter Performance Against Measures

The Chairman had requested that the Police look into breaking down the statistics on victim-based vs. non-victim-based ASB. The Commissioner reported that the CAD template format does not allow for such analysis. It would be a challenge to find a way of getting this breakdown and the Commissioner would continue to investigate. (8)

RESOLVED – That the list of Outstanding References be noted and updated.

5. **3RD 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 31 December 2016. The Commissioner noted that there were three 'deteriorating' measures (4, 5, and 18):-

Measure 4 - The number of disposals from manned enforcement activities.

The Commissioner noted that disposals were down due to success in reducing road danger and a natural reduction in enforcements undertaken. The Chairman was concerned that amending the assessment criteria for this measure would lead to a lack in continuity and requested that any new measures need to be backdated to ensure continuity is maintained. This applies to all measures.

Measure 5 - The percentage of those surveyed who are satisfied with the information provided to them about large scale, pre-planned events and how those events were ultimately policed.

The Commissioner noted that only six responses were collated and therefore it was difficult to draw any meaningful conclusion from the data.

Measure 18 - The percentage of people surveyed who believe the police in the City of London are doing an excellent job.

The Commissioner noted this result could be down to the perceptions about cyclists, but also noted an issue regarding poor wording of the survey in respect of cyclists/cycling. The Commissioner noted the achievements during the Q3 activities and noted that 'Operation Mass' exercise dates for 2017 would be circulated to the Sub-Committee for Members to note and attend if of interest. (9)

The Chairman was concerned that further event surveys had been postponed while the Force undertook to create its own survey strategy, as this would leave no capability to measure customer satisfaction. The Commissioner noted that a complete re-vamp and review of the survey methodology had been taking place and would circulate a note to the Sub-Committee. He further noted that PMG would be reviewing practice in other force areas, and that the survey was likely to restart shortly. (10)

Further comments on measures:-

Measure 9 - The level of antisocial behaviour incidents.

The Commissioner confirmed that a number of ASB incidents had not been coded in the past. The Chairman noted the positive activity carried out in partnership with the Corporation. The Commissioner advised that stronger joint working is required amongst partners to prevent ASB incidents.

Measure 3 – The education and enforcement activities delivered to support the City of London Corporation's casualty reduction target.
A Member noted that Hackney Carriages were less compliant than private hire vehicles. It would be useful to communicate this data to relevant CoL Communications Teams in light of the current situation regarding Bank Junction.

Measures 6 and 7 – The levels of victim based violent and acquisitive crime, respectively.
A Member questioned the trends of 'Stable Negative' for both measures 6 and 7, as the detailed report showed that levels of both crimes were increasing relatively substantially. The Commissioner noted that both levels were within tolerance levels; however the forecasted upward trend would take both measures into 'deteriorating'. This would be discussed at PMG.

The Chairman noted that levels of acquisitive crime were steeply increasing. The Commissioner noted that this was a nationwide issue and that the City Police were struggling in particular with pedal cycles and vehicle crime. The Crime Squad were trying to tackle both areas through more innovative methods, in partnership with the Metropolitan Police and other partners.

RECEIVED.

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

The Chairman was pleased with progress, in particular the review on Domestic Abuse which was now marked green. There would be a PEEL Spring Legitimacy and Efficiency inspection between March and June 2017.

The Commissioner noted that there will be a refined action plan on addressing organised crime, including better tracking through steering groups and activity monitoring. The Commissioner noted that once complete, this should be marked green.

The Chairman questioned the due date of February 2016 with regard to keeping children safe. The Commissioner noted that the CoLP had now received information from external partners and the profile was now complete. One Member noted that the timeframe may be slipping as responsibility for this area was shared between the CoL Children and Community Services and the CoLP Public Protection Unit (PPU). Members suggested this work should have a specific lead to ensure responsibility on this. It was noted that there was already a lead Member for Safeguarding and Public Protection. The Commissioner was confident that this rating would be green in March 2017.

A Member noted that there was always a significant time lag between inspection and reports being submitted to the Sub-Committee. The Commissioner asserted that this was due to the timing of Sub Committee meetings which are only quarterly, as well as confidentiality issues surrounding HMIC's draft ratings. The Commissioner added that the HMIC work to a national timetable and reports were embargoed so it would not be possible for them to be reported to Members before publication. The Sub-Committee requested that the Commissioner articulate to HMIC their concerns over the time lag between Inspections and publication of reports. (11) It was also suggested that the Professional Standards Sub-Committee were unsighted on the Legitimacy inspection findings and more liaison would be beneficial.

A Member noted that the workforce plan was out of date. The Commissioner stated that the workforce plan was now complete, however as a live document, it would need on-going revision with regards to demand, costs, strategy and training.

RECEIVED.

7. **PROPOSED FORCE PLAN MEASURES FOR 2017/18**

The Sub-Committee received a report of the Commissioner of Police outlining the proposed Force Plan Measures for 2017/18.

The Commissioner stated that the CoLP had abandoned targets to assess measures in line with other Forces, and accountability would be measured against the Policing Plan. Hard statistics will continue to be produced but were to be supplemented by an assessment against the 4P Plan – Pursue, Protect, Prevent and Prepare – for every identified priority area.

The Chairman noted that Member approval is required to allow the Force to amend the plan within the year to capture new tactics, measures and additional priorities.

The Chairman noted that cyber and fraud were absent from the Crime Summary. The Commissioner noted that these measures were within the broader plan.

The Chairman requested assurance that graphic presentations are included in measures, with the previous three years where available to see progress and trends for both the CoLP and national policing levels. (12)

A Member questioned the requirements for the Victim Satisfaction Survey. The Commissioner noted that 'Victims of Crime' surveys had historically been statutory, prescriptive and carried out over the telephone. Legal requirements had changed and the CoLP would continue with the survey but broaden its scope to gain more meaningful data.

RESOLVED – That the draft Force plan measures be approved for use within 2017/18.

8. **HR DATA MONITORING APRIL 2016- DECEMBER 2016**

The Sub-Committee received a report of the Commissioner of Police detailing Human Resources Monitoring Information from April to December 2016.

The Commissioner noted that sickness figures were impressive on a national trend, however it was noted that figures were only available to July 2016 due to a HR system upgrade. The CoLP would report on the full years 2016-17 sickness data in the end of year HR Data Monitoring report to the May Sub Committee. It was noted that the sickness reporting system was being rebuilt from scratch and would be discussed at PMG and with the Sub-Committee. (13)

The Chairman requested that the report be fine-tuned to address a number of discrepancies. (14) He also requested that figures be rounded to the nearest whole number. Clarity was required on whether Special Constabularies were included in the total numbers of the Force, which the Commissioner confirmed was not the case. There were further discrepancies in the report as regards the average working days lost due to sickness.

Members queried the number of recruitment campaigns and requested a schedule of on-going campaigns be brought to the next Sub-Committee. (14) The Commissioner asserted that specialist posts, such as firearms officers and detectives, were in short supply nationally and therefore the CoLP continued to run campaigns.

The Chairman noted that the process to improve the BME profile did not appear to be working as data remained the same year on year. The Commissioner asserted that the Project Team were working on a talent management scheme incorporating equality and diversity which should show improvement in the data going forward.

The Chairman noted that the report was not as robust as it could be; there was no report on causes of sickness and there were no trends or comparative data regarding diversity or grievances and tribunals. A Member queried whether the report could be made to encompass a wider range of equality and diversity measures including all of the specified “protected characteristics”, such as maternity leave. It was agreed that the CoLP would discuss reporting issues with Members outside of the Sub-Committee to address the issues in reporting and what they would like to see featured in the HR data report going forwards. (14)

RECEIVED.

9. **INTERNAL AUDIT UPDATE REPORT**

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

The Chairman noted the draft audit plan for 2017/18 was scheduled to take 75 days, which was 10 days fewer than usual. The Chamberlain explained that the number of planned days were based on risk analysis and therefore days allocated would vary as a result.

The Chamberlain confirmed that 15 additional days were to be allocated to review the Force's project management processes (a request for this work was made by the Chairman in May 2016) and this work would be undertaken between April & June 2017. The audit days for 2017-18 would therefore now total 90 days.

The Chamberlain also commented that the capability of the audit team would be improved next year once at full capacity. A Member questioned whether the reduction in audit days was linked to cost reductions within the Internal Audit Team. The Chamberlain asserted that the focus had shifted from a system based approach to a risk based approach, and that risks are discussed between the Chamberlain and CoLP.

The Chairman questioned the outstanding recommendation from the audit of Police Seized Goods, and the Commissioner agreed to confirm the date of banking of the foreign cash deposits. The Chairman also questioned why the recommendation from the audit of Police Defendants' Bank Accounts was still outstanding, as this was marked as complete in November 2016. The Commissioner noted that his was being discussed with the Force's Director of Finance and an update would be provided. (15)

The audit of Telecoms PBX Fraud had no revised implementation date as there were a number of issues to review. The Commissioner had scheduled a meeting to discuss the issues including the costs of implementation. The Commissioner would provide an update to the Sub-Committee following on the result of the meeting. (16)

The Commissioner noted that they were relatively optimistic with regard to new uniform procurement and were awaiting an update from the supplier.

RECEIVED.

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

11. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
There was no urgent business.

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

Schedule 12A of the Local Government Act.

13. **INTERNAL AUDIT UPDATE REPORT - NON PUBLIC DISCUSSION**
The Sub-Committee discussed a non-public element relating to the Internal Audit Update Report.

14. **3RD QUARTER PERFORMANCE AGAINST MEASURES SET OUT IN THE POLICING PLAN 2016-19 - APPENDIX B**
The Sub-Committee received a non-public appendix in relation to the report of the Commissioner of Police summarising performance against measures set out in the Policing Plan 2016-19.

RECEIVED.

15. **WORKFORCE PLAN**
The Sub-Committee received a report of the Commissioner of Police regarding the Workforce Plan.

RECEIVED.

16. **ONE SAFE CITY PROGRAMME - REVIEW OF YEAR 2016-2017**
The Sub-Committee received a report of the Assistant Town Clerk regarding the One Safe City Programme and Review of the Year 2016 – 2017.

RECEIVED.

17. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no non-public questions.

18. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB-COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There was no non-public urgent business.

The meeting closed at 1.27 pm

Chairman

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Committee(s) Performance and Resource Management Sub (Police) Committee	Dated: 30 May 2017
Subject: Action taken since 23 February 2017	**Public**
Report of: Town Clerk	**For Information**
Report Author: Charlotte Taffel, Members' Services Officer	

1. This report sets out actions taken since the last meeting of your Sub Committee on 23 February 2017.

2. Operation Mass

a) Operation Mass was held on 3 May 2017. The following Members were involved:-

- Kenneth Ludlam attended Q2 East - Bishopsgate – DI Rice

- Nick Bensted-Smith – Q1 West - Snow Hill – Insp Wynne

b) Operation Mass dates for 2017 are scheduled as below:-

21 June
13 September
13 December

3. All other actions since the last meeting of your Sub Committee are included in the Outstanding References Schedule.

Recommendation
That the report be received and its contents noted.

Contact:
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PEFORMANCE AND RESOURCE MANAGEMENT SUB (POLICE) COMMITTEE

OUTSTANDING REFERENCES

No.	Meeting Date & Reference	Action	Owner	Status
1.	**23/02/17** Item 3 Minutes	Minutes to be amended to read 'that the meeting held on 7 September 2016 be approved', rather than 7 December 2016.	Town Clerk	Complete
2.	**30/11/16** Item 6 City of London Domestic Abuse Action Plan Update / *23/02/17* *Item 3* *Minutes – Matters Arising*	The Sub-Committee sought an update at the next meeting from the Commissioner on whether it was possible for Front Desk staff to use audio recording or body worn cameras.	Police	**Complete-** There are no plans to give Front Desk staff Body Worn Cameras (BWC). The initial project scope was to give 170 operational officers BWC and this has been rolled out. A second phase to give 80 Tactical Firearms Officers BWC is underway. This will complete the project within **the project scope & allocated budget.** The CoLP Front Offices are however covered by CCTV and if an individual comes in to Front office to report an incident of DA they would be interviewed by specially trained staff in an appropriate environment.
3.	**30/11/16** Item 7 2nd Quarter Performance Against Measures set out in the Policing Plan 2016-19 *23/02/17* *Item 3* *Minutes – Matters*	The Sub-Committee sought an update at a future meeting from the Commissioner exploring approaches to collating survey data and for those showing satisfaction to be asked to complete a more detailed survey.	Police	**In Progress**- CoLP Corp Comms Director (CCD) has linked in with the CoL regarding the number and nature of surveys conducted and which is currently undertaking a similar review process. CoL has no planned

	Arising			surveys at present, however they will contact CCD once there is a survey planned and CoLP will have an opportunity to influence crime and policing related questions. In the interim CCD has contacted a number of external companies to establish options for procurement of services. Quotes so far have ranged from £4 -26K. Responses are being collated and options will be presented to the June Force Strategic Management Board (SMB) for decision.
4.	**30/11/16** Item 8 HMIC Inspection Update *23/02/17* *Item 3* *Minutes – Matters Arising*	The Sub-Committee sought an update from the Commissioner on the action plan that had been drawn up to address shortcomings in Crime Data.	Police	**Complete-** Please see fuller update at the end of the ORs.
5.	**23/02/17** Item 4 Outstanding References	To add a default item to all future agendas to detail actions taken since the last meeting of the Sub-Committee.	Town Clerk	Complete
6.	**30/11/16** Item 5 Internal Audit Update Report	The Chairman asked that an annual update regarding the number of SOPs and Policies for review be provided at the first Sub-Committee meeting in each financial year.	Police	**Complete-** This is an agenda item at this Committee.
7.	**30/11/16** Item 5 Internal Audit Update Report	A template has been drafted for signing off of policies/procedures at induction. This is with HR for consultation, agreement and implementation.	Police	**Complete-** this has been signed off and implementation will commence at the next set of inductions. Internal Audit has been

				informed.
8.	**30/11/16** Item 7 2nd Quarter Performance Against Measures	The Chairman had requested that the Police look into breaking down the statistics on victim-based vs. non-victim-based ASB. The Commissioner to continue to investigate options.	Police	**Complete**- This is not possible currently owing to the peculiarities of the way ASB incidents are recorded in line with national guidelines published in 2011. The national recording of incidents currently record ASB as Personal, Nuisance or Environmental. The incidents classed as personal will give an indication of those that might be perceived as 'victim' based. However, Definitions of ASB under the Crime & Policing Act 2014 include conduct that causes harassment, alarm or distress; and **most reported behaviour involving harassment alarm or distress, Criminal Damage, Public Order s.4 or 4A are recorded as notifiable crimes and will be included in the crime statistics** in any case. A fuller explanation is attached to this document.
9.	**23/02/17** Item 5 3rd Quarter Performance Against Measures	'Operation Mass' exercise dates for 2017 to be circulated to the Sub-Committee for Members to note and attend if of interest.	Police	Complete- Email circulated 6 April 2017. Took place 3 May 2017. Future 2017 dates: 21 June 13 September 13 December

10.	**23/02/17** Item 5 3rd Quarter Performance Against Measures	The Commissioner noted that a complete re-vamp and review of the survey methodology had been taking place and would circulate a note to the Sub-Committee.	Police	**In Progress-** See above OR at No 3. The same update applies- suggest that one supersedes the other so may wish to rationalise these two ORs that relate to the same thing.
11.	**23/02/17** Item 6 HMIC Inspection Update	The Sub-Committee requested that the Commissioner articulates to the HMIC the Committees concern over the time lag between Inspections and publication of reports.	Police	**Complete**- This was articulated by HoSD to the HMIC and also at the most recent HMIC Liaison Officer's meeting. It is a national timetable and no changes to the process or the timing of release of reports are expected. The Chairman may wish to take this up with HMI Matt Parr at his next 1:2:1.
12.	**23/02/17** Item 7 Proposed Force Plan Measures for 2017/18	The Chairman requested assurance that graphic presentations are included in measures, with the previous three years (where available) to see progress and trends for both the CoLP and national policing levels.	Police	**Complete** - this has been included where any 3 year trend data is available.
13.	**23/02/17** Item 8 HR monitoring data	The CoLP to attempt to report on full years sickness data for 2016-17 at the next Performance Sub Committee in May	Police	**Complete**- This is included in the end of year HR Monitoring Report on the agenda.
14.	**23/02/17** Item 8 HR monitoring data	The Chairman requested improvements to the HR monitoring report and asked Members to articulate to the Force what they would like to see featured in the HR data report going forwards which included: - Comparative information for grievances, employment tribunals, all equality & inclusion performance information; - Consideration of additional metrics to	Police	**Complete** as far as possible, no further comments were received from Members. The HR Monitoring report includes comparator data that is available on Grievances; more information on recruitment campaigns; An update on the 'our people' strategy is reported as part of the quarterly

		monitor staff resourcing; - A schedule of on-going recruitment campaigns; - Commentary on the progress made in delivering "our People Strategy" particularly in terms of improving representation of BME, Women, & people with disabilities. - Reference to the Protected Characteristics as appropriate		Equality and Inclusion update to your grand Committee. Included in the report for the Protected Characteristics which are appropriate for reporting, include, gender, age, ethnicity, disability, sexual orientation and religion and belief.
15.	**23/02/17** Item 9 Internal Audit Update Report	The Commissioner would report back to the Sub-Committee to confirm outstanding recommendations had been completed on Police Seized Goods and Police Defendants' Bank Accounts audits.	Police	**Complete-** It has been confirmed by the Financial Services Director that these recommendations have now been complete and this has been reported to CoL Internal Audit and reflected in their update on the agenda.
16.	**23/02/17** Item 9 Internal Audit Update Report	The Commissioner had scheduled a meeting to discuss the issues including the costs of implementation regarding the audit of Telecoms PBX Fraud. The Commissioner would provide an update to the Sub-Committee following on the result of the meeting.	Police	**Complete-** An update on this matter and the meeting that took place on the 19th April is included in the 'Follow up exercise' section of the Internal Audit Update Report on the agenda.
17.	**23/02/17** Item 14 3rd Quarter Performance Against Measures	The Commissioner to circulate clarification of ASB terms and what would be categorised as nuisance, personal and environmental to the Sub-Committee.	Police	• **ASB – Personal** (where an individual or group is deliberately targeted) • **ASB – Nuisance** (where ASB causes trouble, annoyance or inconvenience, but is not deliberately

				targeted at a specific individual or group) • **ASB – Environmental** (where ASB impacts negatively on the surroundings or environment – littering, dog fouling, abandoned vehicles, noise from licensed premises)
18.	**23/02/17** Item 14 3rd Quarter Performance Against Measures	The Chairman asked if the monthly CAD figures could be broken down to see if ASB incidents at Crescent House Golden Lane and Ben Johnson House Barbican Estate were repeat offences or victims and asked for more detailed information on the 7 requests for assistance to Ben Johnson House.	Police	**Complete-** A note has been sent to Deputy Barrow in answer to his query.
19.	**23/02/17** Item 15 Workforce Plan	The Commissioner would confirm with the Sub-Committee the date that new recruits should be in Force.	Police	**Complete-** A note was sent to the TC's Policy officers to forward on to Members on the 6th March 2017- Head of HR updated that the recruitment process will *commence in April 2017*, with an anticipated *start date for the new recruits of November 2017*.
20.	**23/02/17** Item 15 Workforce Plan	The Commissioner would report back on the staffing budgets for the period 2017-20.	Police and Chamberlain	**On-going**- As the MTFP update has been deferred to the July Police Committee, this will be reported at that point to Members.
21.	**23/02/17** Item 16	The Chamberlain sought to clarify which Committees approved each of the	Chamberlain	**Complete -** £195k initial programme funding from City's

	One Safe City Programme Review of Year	budgets for the Programme in 2016-17, and to co-ordinate a project board report on value for money, with assurances regarding costs and benefits, to address the Chairman's concerns.		capital pots 15/16 approved by Resource Allocation Sub Committee. £567k from central risk carry forwards agreed by Chairmen of Finance and Policy under the carry forward approval process. This has been overspent by £88k which was covered by TC local risk budget. Further funding has been requested A recent report to Policy and Projects Sub Committee requested a further £216k – this is a carry forward request not yet agreed. **On-going –** Chamberlain's to scrutinise the funding requests to address the concerns of the Committee.
22.	**23/02/17** Item 16 One Safe City Programme Review of Year	The Chairman recommended that the One Safe City Working Party & Project Sub review the impact of the One Safe City Programme in 2016-17 in delivering service improvements & efficiencies and consider the next steps regarding funding in 2017-18.	Town Clerk/ Chamberlain	**On-going**- Draft report enclosed in agenda. Reports going to Committee for decision in June 2017.
23.	**23/02/17** Item 16 One Safe City Programme Review of Year	The Commissioner to update on the status on the JCCR business continuity plan.	Police	**Complete**- The BC plan for the existing Force Control Room is in the first instance, at Bishopsgate with some resources ultimately relocating

				to the MPS control room at Lambeth, which the Chairman has visited. The CoLC Contact Centre fallback site is at Walbrook Wharf. This is currently not solely CoLPs responsibility. The JCCR BC plan has been escalated by the JCCR Project Board since it is “out of scope” for delivery by JCCR Project as it relies upon dependencies within the Accommodation Programme. The Estates and Support Services Director has escalated it through Police Accommodation Board and it now sits within the strategic governance of CoLC and for City Surveyor’s to identify a location for a BC site. Options are being explored, but governance for this issue is through the Police Accommodation Board.

Update for No 4 - The Crime Data Integrity Unannounced Inspection timetable of HMIC continues to progress and lasts through to early 2018. We have NOT been notified of out inspection slot.

When notified, the inspection will occur 5 weeks hence and examine data from a period 8 months prior to the inspection to a period 2 months prior to the inspection; i.e. a 6 month period.

Whilst the inspection itself will exclude any matters involving the Action Fraud reporting route, its defined inspection areas will include examination of Violent Crime, Rape, Sexual Offences & Modern Slavery. General compliance with NCRS in terms of timeliness of raising crimes will also be examined

Before Christmas we commenced a review of our recorded crimes from a six month notional slice to identify any issues that may arise.

We have low incidence of modern slavery and rape and sexual offences were audited with no major issues identified. Some issues in relation to violent crime were identified through this and the audit

programme of the Force Crime Registrar in her reports to PMG. CADS opened on violent crime codes were not always being adequately closed with sufficient rationale as to why no crime was being raised. To address this a programme of NCRS Best Practice was rolled out to both front line staff and the Force Control Room. I am pleased to report that commentary from the Force Crime Registrar only yesterday reports significant improvement in this area.

We are also delivering more prescriptive definition of the role of the supervisor for UPD Sergeants in relation to NCRS compliance

As a general methodology, we are putting efforts in to the current and ongoing processes as opposed to further retrospective examination of records. If we had under achieved against defined criteria six months ago, putting it right now would still see us assessed on the actions of the original point in time.

Dai Evans
Det. Chief Supt
Information and Intelligence Directorate

RECORDING ANTI SOCIAL BEHAVIOR

1) Anti social Behaviour is recorded on CAD under three codes:

- **ASB – Personal** (where an individual or group is deliberately targeted)
- **ASB – Nuisance** (where ASB causes trouble, annoyance or inconvenience, but is not deliberately targeted at a specific individual or group)
- **ASB – Environmental** (where ASB impacts negatively on the surroundings or environment – lIttering, dog fouling, abandoned vehicles, noise from licensed premises)

Returns to the Home Office require each of these three categories, broken down by response grading (Emergency, Priority, Scheduled and Resolved without deployment).

2) Ideally, each incident closed with one of the three ASB codes should also have one of 13 related qualifier code; this provides some detail as to the type of ASB. However, this is inconsistently applied, and as it is not required for HO returns it is not regarded as mandatory. A review of National Standard for Incident Recording is currently under consideration by the Home Office and Chief Officer Council. If it goes ahead, it is likely that consistent application of NSIR codes will become mandatory and clear definitions will be produced. Current ASB qualifiers are:

- Vehicle Abandoned (not stolen or causing obstruction)
- Vehicle Nuisances/Inappropriate use (street cruising, vehicle meetings, etc)
- Rowdy of inconsiderate behaviour (shouting, swearing, general drunken behaviour, loutish, rowdy and noisy behaviour, throwing stones and missiles, climbing on buildings, urinating in public)
- Rowdy nuisance Neighbours
- Littering/Drugs Paraphernalia
- Animal Problems
- Trespass
- Street Drinking
- Prostitution related activity
- Noise (vehicle alarms not associated with a crime, pubs and clubs including from overflow of people outside, vehicles to include loud exhausts, engine revving,)
- Begging/Vagrancy (does NOT include when bus driver is unable to waken a non vagrant passenger only using his voice. This would be concern for Safety).
- Fireworks
- Nuisance Calls

3) The table below shows the number of incidents recorded in 2016/17 that were closed with either an ASB closing code (Personal, Nuisance, Environmental) or an ASB qualifier. Definitions of ASB under the Crime & Policing Act 2014 include conduct that causes harassment, alarm or distress; however **most reported behaviour involving harassment alarm or distress, Criminal Damage, Public Order s.4 or 4A are recorded as notifiable crimes and included in crime statistics**, not as ASB. Hence we have relatively few “Personal” ASBs recorded.

Definitions of ASB: Personal, Nuisance and Environmental taken from the National Standard for Incident Recording Guidelines -April 2011.

ASB: PERSONAL

'Personal' is designed to identify ASB incidents that the caller, call-handler or anyone else perceives as either deliberately targeted at an individual or group or having an impact on an individual or group rather than the community at large.
It includes incidents that cause concern, stress, disquiet and/or irritation through to incidents which have a serious adverse impact on people's quality of life.
At one extreme of the spectrum it includes minor annoyance; at the other end it could result in risk of harm, deterioration of health and disruption of mental or emotional well-being, resulting in an inability to carry out normal day to day activities through fear and intimidation.

ASB: NUISANCE

'Nuisance' captures those incidents where an act, condition, thing or person causes trouble, annoyance, inconvenience, offence or suffering to the local community in general rather than to individual victims.
It includes incidents where behaviour goes beyond the conventional bounds of acceptability and interferes with public interests including health, safety and quality of life. Just as individuals will have differing expectations and levels of tolerance so will Communities have different ideas about what goes beyond tolerable or acceptable behaviour.

ASB: ENVIRONMENTAL

'Environmental' deals with the interface between people and places. It includes incidents where individuals and groups have an impact on their surroundings including natural, built and social environments.
This category is about encouraging reasonable behaviour whilst managing and protecting the various environments so that people can enjoy their own private spaces as well as shared or public spaces.
People's physical settings and surroundings are known to impact positively or negatively on mood and sense of well-being and a perception that nobody cares about the quality of a particular environment can cause those effected by that environment to feel undervalued or ignored.
Public spaces change over time as a result of physical effects caused, for example, by building but the environment can also change as a result of the people using or misusing that space.

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Taffel, Charlotte

From: Fraser, George
Sent: 28 April 2017 09:41
Subject: Operation Mass 2017 Dates

To All Members of the Police Committee, and the Performance and Resource Management Sub (Police) Committee:

Dear Member,

Further to previous messages regarding the upcoming sessions taking place on 3 May, this is just to inform you of the below additional dates for *Operation Mass* scheduled in 2017:

- **Wednesday 21 June**
- **Wednesday 13 September**
- **Wednesday 13 December**

We will send out further details and a notification of the lead officer co-ordinating each date nearer the time. Please also note that these dates are subject to change depending on operation exigencies.

For all those interested in attending, please confirm by replying to george.fraser@cityoflondon.gov.uk. As there is limited capacity for each date, we will be operating on a first come, first served basis.

Many thanks

George Fraser
Committee and Member Services Officer
Town Clerk's Department, City of London Corporation
Tel: 020 7332 1174
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Committee(s): Police Performance and Resource Management Sub-Committee	**Date**: 30th May 2017
Subject: 4th Quarter Performance against measures set out in the Policing Plan 2016-19	**Public**
Report of: Commissioner of Police Pol 31-17	**For Information**
Report author: Stuart Phoenix, Head of Strategic Development	

Summary

1. This report summarises performance against the measures in the Policing Plan 2016-19 for the period 1st April 2016 to 31st March 2017.

Measure	TREND Qtr 1 (16/17)	TREND Qtr2 (16/17)	TREND Qtr3 (16/17)	TREND Qtr4 (16/17)
1. The number of specific counter terrorism deployments tasked that are completed.	Stable Positive*	Stable Positive*[1]	Stable Positive*	Stable Positive*
2. The percentage of those surveyed who are confident that the City of London is protected from terrorism	Stable	Improving	Stable Negative	Improving
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	Deteriorating	Stable Positive*	Deteriorating	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 1st qtr	Deteriorating	Deteriorating	No survey in 4th qtr
6. The level of victim-based violent crime	Deteriorating	Stable Positive	Stable Negative	Stable Negative
7. The level of victim-based acquisitive crime	Stable	Stable Negative	Stable Negative	Stable Negative
8. The capacity and capability of the Force to deal with the threat posed by cyber crime	Stable	Stable Positive	Stable Positive	Stable Positive
9. The level of antisocial behaviour incidents	Improving	Deteriorating	Stable Positive	Stable Negative
10. The percentage of victims of fraud investigated by the Economic Crime Directorate who are satisfied with the service provided	Improving	Stable Positive	Stable Negative	Stable Negative
11. The number of City Fraud Crimes Investigated resulting in a positive action whether through offender disposal, prevention or disruption	Stable	Stable Positive*	Stable Positive	Stable Positive
12. The value of fraud prevented through interventions	Improving	Improving	Stable Positive	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 a previous Sub Committee.

13. The attrition rate of crimes reported to Action Fraud	**Improving**	**Improving**	**Improving**	**Improving**
14. The number of complaints against Action Fraud	**Stable Improving**	**Stable Negative**	**Stable Positive**	**Stable Positive**
15. Level of the National Lead Force's return on investment	**Improving**	**Improving**	**Improving**	**Stable Negative**
16. The percentage of victims of fraud who are satisfied with the Action Fraud reporting service (online)	**New criteria**	**Stable Negative**	**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 Negative**	**Stable Positive**	**Stable Negative**
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**	**Survey results to be reported in Q3**	**Deteriorating**	**Next survey Oct 2017**

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 to the end of the 4th quarter 2016-17 for the financial year (1st April 2016 – 31st March 2017). All relevant performance information is contained within Appendix 'A'.

2. For the Force Performance Management Group (PMG), measures are graded around whether performance is 'satisfactory', 'requires close monitoring' or 'requires action'. For reports to your Sub Committee, trend information is provided together with a summary of those areas that the Force considers is of greatest concern (Deteriorating).

3. As previous performance reports, a broad overview of wider Force performance is also included for Members' information and interest.

Current Position

Overview of Force Performance

4. A comparison with the same period in 2015-16 shows that between 1st April and 31st March 2017

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

4,693 offences, compared to 4,365 offences at the same the previous year, an increase of 328 offences (+ 7.5%). This has principally been caused by an overall increase in the level of acquisitive crime (up 11% or 351 offences).

- Crimes against statute, which includes drugs offences, possession of weapons, public order offences and 'miscellaneous crimes against society'[2], fell by -10.4% or 90 fewer offences (772 crimes compared to 862 the previous year).

- At the end of March 2017, total notifiable crime had increased by 4.6% or 238 offences (5,465 crimes compared to 5,227 the previous year).

5. The 4.6% increase in total recorded crime mirrors the national position (although the national increase has averaged 10%). No force has recorded a decrease. City of London Police's increase was the 8th lowest nationally (see chart on the final page of Appendix A).

6. Victim based acquisitive crime in the City of London remains a focus as is slightly higher than the National average in terms of percentage increase. All 7 MPS Boroughs surrounding the City of London have shown an increase in Acquisitive Crime. The City of London recorded 3546 offences of acquisitive crime; the surrounding 7 MPS boroughs cumulatively recorded 145,634 offences, averaging out at 20,804 offences per neighbouring borough.

7. Theft from licensed premises continues to be a problem. A recent problem profile from February to April 2017 highlighted 133 offences of Theft in Licensed premises. In 94 of 133 theft offences, the venue did not have adequate CCTV, meaning that in 125 offences (of the 133) offenders could not be identified.

8. In addition to those items reported in previous quarterly reports to your Sub Committee, notable Force achievements and activities during the 4th quarter 2016/17 include:

   - A search of a man's apartment in Islington who had been intercepted by City officers collecting something from a City collection facility, found 4kg of cannabis resin. He was jailed for 6 months at the Old Bailey for possession with intent to supply a Class B drug and possession of 2 Class A drugs.

   - In what has been considered a UK first, a Public Protection Unit (PPU) investigation lead to the arrest and imprisonment of a man by City of London Magistrates for posting intimate photographs of his former girlfriend on the internet (known commonly as 'revenge porn').

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

- Two drug dealers were sentenced to a total of 16 years imprisonment following an investigation by the Force's Major Crime Team. Both were involved in significant organised criminality involving largely Albanian men who were in the UK illegally.

- A PIPCU (Police Intellectual Property Crime Unit) operation set up to take away revenue that criminals use to undermine one of the most important industries in the UK, was credited as being instrumental in a 64% drop in UK advertising on illegal websites.

- An investigation by the Force's Major Crime Team resulted in the imprisonment of a man for 3 years for the manslaughter of his friend, which occurred after a drunken prank went seriously awry.

- Project Servator (the deployment of specialist officers and tactics to deter and detect criminal behaviour) has celebrated its third anniversary. The initiative has now been trademarked by the Force and is being widely adopted by other forces, including the Metropolitan Police Service (MPS), British Transport Police (BTP), Essex Police and the Ministry of Defence Police.

Performance against measures

9. Only 1 measure (Measure 4) has been formally classified as deteriorating according to the assessment criteria in use for the indicators. However, the report does contain narrative for a number of other measures, which although regarded as stable, benefit from further explanation.

10. **Measure 4 - The number of disposals from manned enforcement activities.** This measure has been assessed as deteriorating based on the assessment criteria at the time the measure was introduced. Members might recall that the previous report also highlighted this as an issue, however, when the matter was analysed it was noted that the assessment criteria that had been developed does not reflect the overall objective of this indicator, which is to improve road safety through enforcement. Given that the number of enforcement operations has not decreased significantly, it is arguable therefore that whilst the number of fixed penalty notices and summonses have decreased (resulting in the deteriorating grading), this is a result of fewer people breaking the law, which is a positive outcome. It would have been problematic to set that objective as the original assessment criteria however, as it would have been easy to manipulate through simply conducting fewer operations.

11. **Measures 6 and 7, levels of violent and acquisitive crime.** Although both of these measures are assessed as Stable overall (as they are within the statistical upper and lower control limits), the recorded increase is naturally of concern and continues to be the focus of significant effort to stem and ultimately reverse the increase.

12. Members are referred to paragraphs 5 – 7 of this report, which confirm this position reflects a national trend and is not confined to the City of London. They also show that levels of crime are considerably lower than surrounding London Boroughs, although this is not seen as a cause for complacency.

13. **Measure 9 – The number of antisocial behaviour incidents**. As Measures 6 and 7, this measure has been assessed as Stable based on levels being within statistical control levels. Members will recall that the previous report to your Sub Committee highlighted the significantly higher levels of ASB were attributable to correcting how incidents were being coded. Members will also recall that a separate, detailed analysis was submitted to your February Sub Committee which provided reassurance that although incidents had been incorrectly coded, that had not impacted adversely on service delivery to either a vulnerable or any other victim. The incorrect coding was a training issue and was 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.

14. **Measure 17 - The level of satisfaction of victims of crime with the service provided by the city of London Police.** The Force had only just received the headline results of the quarter 4 survey at the time this report was being prepared. It has not been possible therefore to include any detailed analysis of the results, nor has it been possible to include national comparison data, which will not be available until the end of May, early June 2017. The overall levels of satisfaction show a -0.1% reduction compared to the end of the 2015/16 financial year.

Background Papers:

- **Appendix 'A' Performance Summary**

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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 1 2016/17: STABLE	Qtr 2 2016/17: STABLE	Qtr 3 2016/17: STABLE	Qtr 4 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 4th quarter all tasked deployments were completed, resulting in 279 stops and searches and 31 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	n/a	102	n/a
Percentage consider Force capable	**97%**	**98%**	**97%**	**98%**	**98%**	**98%**	**98%**	**98%**	**98%**	**-**	**100%**	**-**
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	52	137	22
Percentage consider Force capable	**100%**	**100%**	**100%**	**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 1 2016/17: STABLE**	**Qtr 2: 2016/17 IMPROVING**	**Qtr 3: 2016/17 STABLE/DETERIORATING**	**Qtr 4: 2016/17 IMPROVING**

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%**	**100%***
2015/16	**-**	-	**-**	90.4%

*** The Quarter 4 survey was sent out to 972 people but only 19 of these responded to the question considered for this measure, all 19 felt reassured by the work done to protect the City from terrorism.**

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 1 2016/17: STABLE	Qtr 2 2016/17: STABLE	Qtr 3 2016/17: STABLE	Qtr 4 2016/17: STABLE

January 2017
To address the reports of drivers (predominantly vans and taxis) with multiple devices attached to windscreens an education campaign obscured vision was launched with the support of TfL, which resulted in 22 FPN's since the media releases began. For Op Regina there were operations day and night, with some supported by Public Carriage Office enforcement and Department for Work and Pensions. There were 478 compliance checks undertaken with DWP conducting further enquiries into 32 drivers. NPCC Mobile phone enforcement week resulted in 2 FPN's and 24 TORs, plus 2 further FPNs for obscured vision. Cycle security marking was undertaken in conjunction with the Tideway site at Blackfriars whilst highlighting the changes to the Cycle Super Highway at that location.

February 2017
TISPOL Operation Truck and Bus resulted in 17 vehicle checks, 15 tachograph and drivers hours offences, 2 immediate prohibitions, 1 insecure load and 5 further general offences including driver not in proper control and mobile phone use. Op Regina resulted in 771 checks from checks by police only or in conjunction with Taxi and Private Hire staff from TfL. There were 12 private hire vehicles and 15 hackney carriages committing offences specific to taxi legislation. Further investigation was conducted on a private hire driver and additional fraud offences were identified which have been passed to TfL Congestion team for prosecution. Department Work and Pensions have informed us a recent stop which they participated in was subject to further investigation and £12686 in employment and support allowances had been falsely claimed by the driver, with a further £12870 stopped as a result of this information. Op Atrium and Exchanging Places roadshow saw 65 tickets issued and 44 attended the roadshow.

March 2017
During March CoLP delivered the following enforcement activities:
Mobile phone and seatbelt enforcement

Op Regina (taxi enforcement)
Private hire fraud operation
There were increased officer abstractions and some pre-planned activities were either not undertaken or reduced in order to divert police resources and increase counter terrorism patrols, together with demonstrations held in March

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	4	2	4	7	3	2	6	3	1	4	5	4	48
2016/17	**4**	**2**	**4**	**6**	**3**	**1**	**6**	**3**	**1**	**4**	**5**	**4**	**44**

Measure 4	The number of disposals from manned enforcement activities			
AIM/RATIONALE	The nationally recognised offences that lead to the vast majority of road traffic collisions (where offending is involved) are seatbelt use, speeding, drink/drug driving and use of a mobile phone whilst driving. Focussing on the primary two (using a mobile phone whilst driving and speeding) will result in a long term change of behaviour of drivers in the City of London. Targeted, evidence-based operations to detect speeding and mobile phone offenders should result in lower impact collision speeds which should reduce injuries, especially serious injuries; fewer distracted drivers should reduce the likelihood of collisions occurring. Within the City, HGVs are also involved in a high proportion of accidents involving vulnerable road users. A dedicated HGV taskforce will deliver bespoke operations targeting HGVs. This measure supports enforcement of the 20mph zone and directly contributes to the Force's support of the City of London's casualty reduction target.			
DEFINITIONS	A disposal is (on a sliding scale of seriousness) either a traffic offence report (TOR), fixed penalty notice (FPN) or summons. A consistent monthly trend is one that is within 15% of the rolling monthly average			
MEASUREMENT	This measure will be assessed against the number and type of disposals that result from manned enforcement activities. PMG will receive monthly levels of TORs, FPN and summonses that relate to using mobile phones whilst driving and speeding. This will be complemented by a narrative that will detail the results of operations targeting HGVs, including tachograph and driving hours infringements. **GUIDE: IMPROVING:** An increasing monthly trend of overall disposals **STABLE:** A consistent trend within the usual monthly range **DETERIORATING:** Reducing monthly trend of overall disposals			
ASSESSMENT	**Qtr 1 2016/17: DETERIORATING**	**Qtr 2 2016/17: STABLE**	**Qtr 3 2016/17: DETERIORATING**	**Qtr 4 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 from a numerical point of view, however, considering the indicator is about making roads safer, it is a positive result that fewer fixed penalty notices are being issued and fewer people are being summonsed for road traffic offences.

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	4	5	0	0	108
Without due care and attention - EFPN	0	1	0	3	6	0	0	2	1	3	16	4	36
Without consideration to others - TOR	1	0	0	0	4	4	1	3	1	1	0	0	15
Without consideration to others - EFPN	0	0	0	0	0	0	0	0	0	0	0	3	3
Community Road Watch 1st warning letter sent for speeding in 20mph zone	31	20	20	20	64	0	19	34	28	0	0	0	236
Speed 20 - TOR	104	45	31	10	19	2	23	13	41	55	0	0	343
Speed 20 - EFPN	19	8	11	7	14	1	10	11	15	21	21	0	138
Speed 30 – TOR	0	0	0	1	0	0	0	1	8	0	0	0	10
Speed 30 - EFPN	0	0	0	0	1	0	0	1	2	0	0	1	5
Seatbelts - TOR	13	13	2	8	12	3	13	13	15	16	0	0	108
Seatbelts - Ticket	3	2	0	3	14	10	0	1	0	1	2	96	132
Mobile phones - TOR	34	67	112	79	76	78	26	71	29	49	0	0	621
Mobile phones - EFPN	10	2	11	7	5	7	0	10	5	9	27	26	119
Op Atrium	65	67	0	77	176	28	22	25	5	6	65	0	536
**Number attending Op Atrium Road Show*	*51*	*39*	*0*	*36*	*58*	*12*	*17*	*8*	*0*	*0*	*0*	*0*	
Safe Ride Safe Road	4	6	6	5	4	0	0	3	1	1	0	0	30
SRSR who completed the course	0	0	0	0	2	0	0	2	0	0	0	0	4
TOTAL	301	243	211	224	420	146	121	195	155	167	131	130	2444
Quarterly totals	755			790			471			428			2444

*****_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 1 2016/17: NO SURVEY**	**Qtr 2 2016/17: DETERIORATING**	**Qtr 3 2016/17: DETERIORATING**	**Qtr 4 2016/17: No surveys**

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%**

No survey was conducted during the 4th quarter.

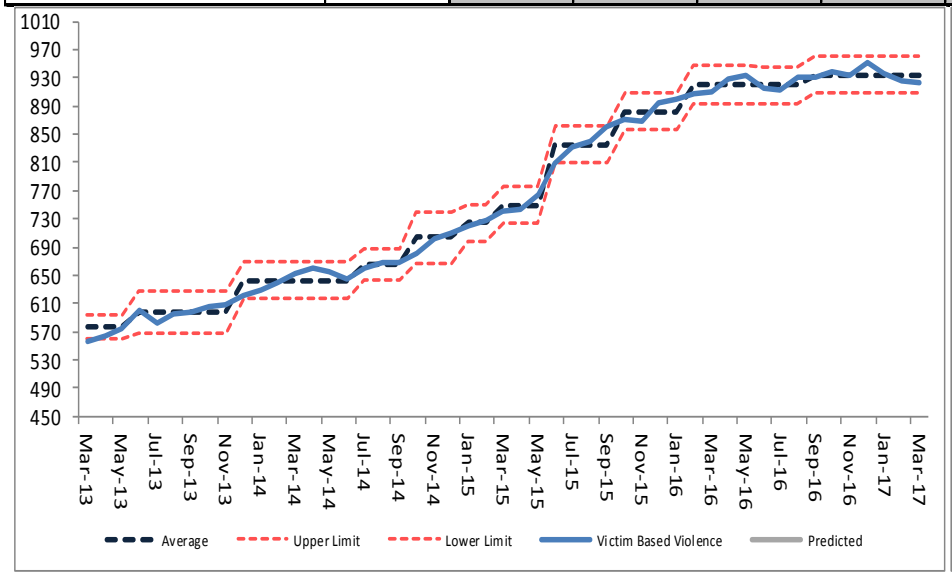
The Force experienced low return data in its first 2 surveys and this has also been reflected in other surveys undertaken by the Force within year. Corporate Communications has locked down the survey monkey tool to begin centralising the way surveys are undertaken within Force and help stop survey fatigue as it has been identified that the Force is surveying the same individuals multiple times from different areas. PMG have tasked Corporate Communications 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.

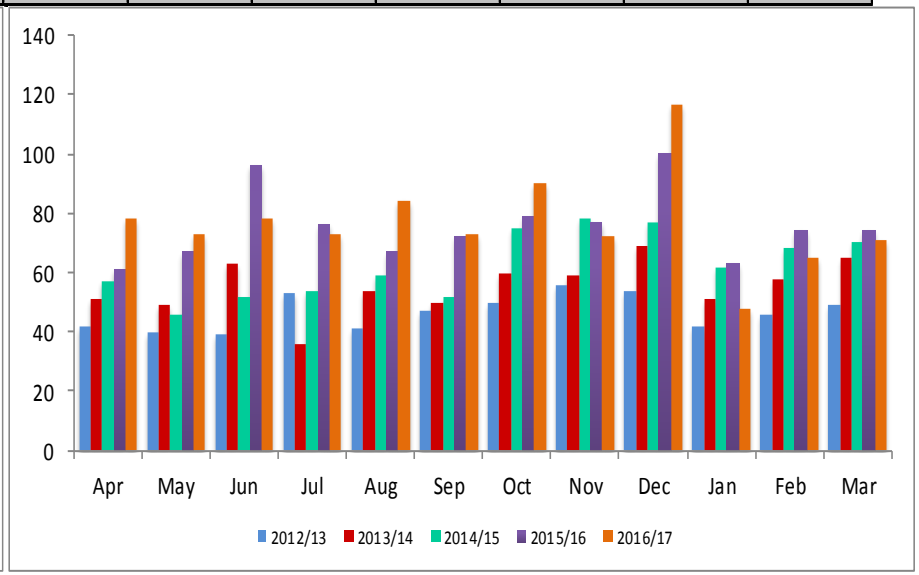
Measure 6	Levels of victim-based violent crime.
AIM/RATIONALE	The aim of this measure is to provide the Force with sufficiently detailed information (intelligence and statistics) to allow it to manage its response to violent crime efficiently and effectively. Victim based violent crime is one of two 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 1 2016/17: DETERIORATING	Qtr 2 2016/17: STABLE/ IMPROVING	Qtr 3 2016/17: STABLE/DETERIORATING	Qtr 4 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	73	78	73	84	73	90	72	117	48	65	71	922

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	73	78	73	84	73	90	72	117	48	65	71
Change (month)	17	6	-18	-3	17	1	11	-5	17	-15	-9	-3
	27.9%	9.0%	-18.8%	-3.9%	25.4%	1.4%	13.9%	-6.5%	17.0%	-23.8%	-12.2%	-4.1%
2015-16 (YTD)	61	128	224	300	367	439	518	595	695	758	832	906
2016-17 (YTD)	78	151	229	302	386	459	549	621	738	786	851	922
Change (YTD)	17	23	5	2	19	20	31	26	43	28	19	16
	27.9%	18.0%	2.2%	0.7%	5.2%	4.6%	6.0%	4.4%	6.2%	3.7%	2.3%	1.8%
Prediction 16/17 FY End	-	1004	954	896	880	896	957	975	979	956	938	-





Based on reportable data during March 2017, 71 victim based violent crimes were reported, (3 less than reported last FY). FYTD stands at 922 crimes compared to 906 last years (+1.8%).

Based on HO data nationally violent crime is showing a 16.6% increase, Met is showing an increase of 3.8% and Westminster showing an increase of 7.67%.

	Iquanta Data							
	CoLP		Westminster		MET		National	
	2015/16 Apr-Feb	2016/17 Apr-Feb	2015/16 Apr-Feb	2016/17 Apr-Feb	2015/16 Apr-Feb	2016/17 Apr-Feb	2015/16 Apr-Feb	2016/17 Apr-Feb
Violence w Injury	367	352	3076	3112	67711	68635	393214	421148
Violence w/o Injury	386	442	4482	4980	102329	106393	502880	625309

Based on the Iquanta publication for:

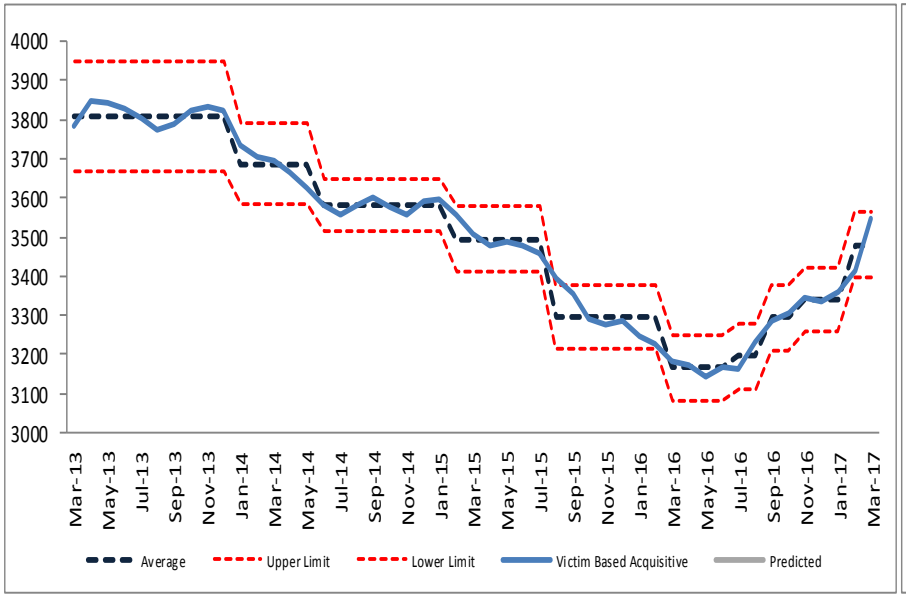
- **Violence with Injury**: CoLP is showing **-4.09% reductions**, Westminster is showing 1.17% increase, Met is showing 1.66% increase and nationally 7.10% increase.
- **Violence without Injury**: CoLP is showing **14.51% increase**, Westminster is showing 11.11% increase, Met is showing 3.97% increase and nationally 24.35% increase.

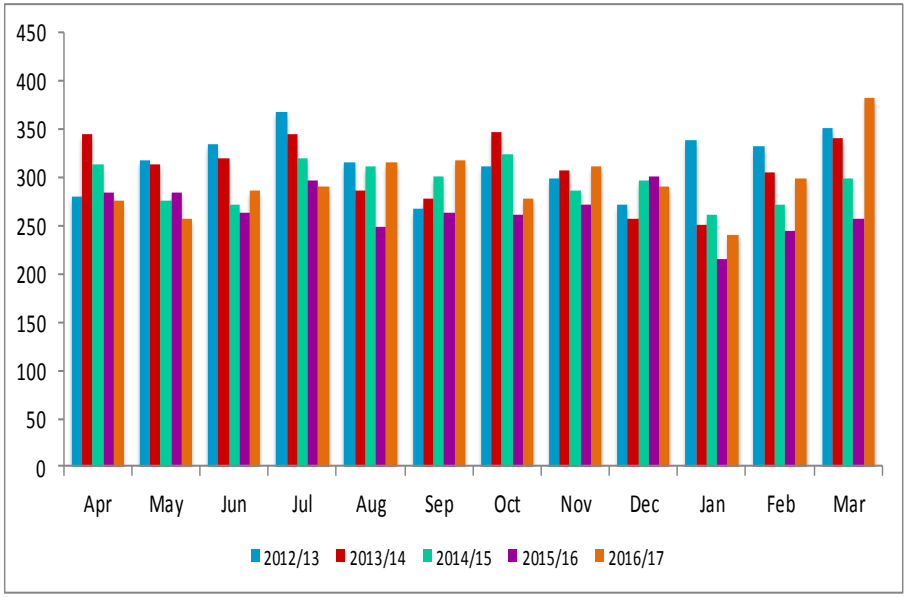
Measure 7	Levels of victim-based acquisitive crime.
AIM/RATIONALE	The aim of this measure is to provide the Force with sufficiently detailed information (intelligence and statistics) to allow it to manage its response to acquisitive crime efficiently and effectively. Victim based acquisitive crime represents 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 1 2016/17: STABLE	Qtr 2 2016/17: STABLE /DETERIORATING	Qtr 3 2016/17: STABLE /DETERIORATING	Qtr 4 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	290	316	318	279	312	290	241	298	382	3,545

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	290	316	318	279	312	290	241	298	382
Change (month)	-9	-28	23	-7	68	54	18	40	-11	26	53	124
	-3.2%	-9.8%	8.7%	-2.4%	27.4%	20.5%	6.9%	14.7%	-3.7%	12.1%	21.6%	48.1%
2015-16 (YTD)	285	570	833	1130	1378	1642	1903	2175	2476	2691	2936	3194
2016-17 (YTD)	276	533	819	1109	1425	1743	2022	2334	2624	2865	3163	3545
Change (YTD)	-9	-37	-14	-21	47	101	119	159	148	174	227	351
	-3.2%	-6.5%	-1.7%	-1.9%	3.4%	6.2%	6.3%	7.3%	6.0%	6.5%	7.7%	11.0%
Prediction 16/17 FY End	-	2915	3054	3057	3254	3429	3527	3502	3478	3415	3417	-





Based on reportable data during March 2017, 382 victim based acquisitive crimes were reported, (124 more than the same month last year).
FYTD stands at 3545 crimes compared to 3194 last year (+11%).
Based on HO data Nationally acquisitive crime is showing a 5.85% increase, Met is showing an increase of 4.06% and Westminster showing a reduction of 1.66%.

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 1 2016/17: STABLE**	**Qtr 2 2016/17: STABLE**	**Qtr 3 2016/17: STABLE**	**Qtr 4 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.

Fire Brand Training

The force has seven operational front line members of staff that have attended the accredited 'Fire Brand' training. This programme is still considered to be the appropriate advanced level training for complex cyber-crime investigations including network intrusion and hacking.

RITES (Researching, Identifying and Tracing the Electronic Suspect – OPENS SOURCE TRAINING)

Using the internet as a research tool is commonplace in most investigations, with most people having some sort of digital footprint. What has been identified is that there is a lack of a common approach to carrying out effective OSINT both across the force and nationally. The College of Policing has designed the RITES course so that there is a

consistent approach to the capturing and recording material gained online. The OSC surveillance commissioner's recommended that this course is completed by staff involved in online investigations. This course will ensure that officers engaged in online investigations with carry out effective OSINT in line with College of Policing standards and make effective use of any information obtained.

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 (DMI's) within the force. Digital Media Investigators (DMI's) are Tactical Advisors to SIO's & IO's 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 DMI's 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

2 Detective Constables continue to be on funded secondment with the MPS Operation FALCON team. They are both located within the Enforcement area of the team. 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).

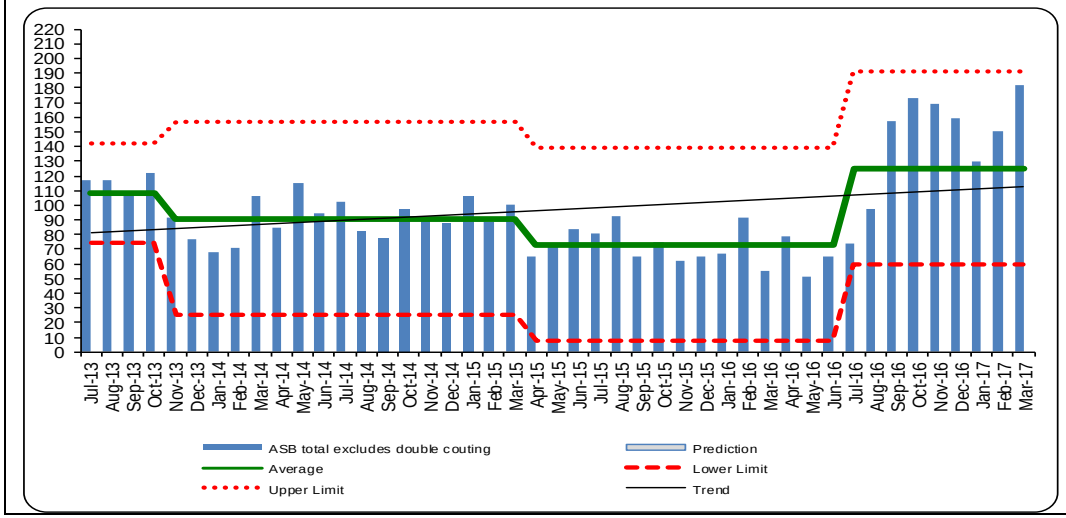
All local level cyber dependent crimes are investigated within the Digital Investigation Unit of the Crime Directorate. Capacity and staffing levels within the DIU is under review to ensure the force has sufficient resources to tackle the ongoing threat from Cyber-Crime.

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

	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	130	150	182

April 2015 – March 2016: 931
April 2016 – March 2017: 1668



Issues & Performance

ASB levels continue to remain low in the City compared to surrounding Boroughs. The jump in levels of ASB were due to a correction of recording practices, the current levels are therefore consistent with usual monthly totals, however, due to the spike it looks as if there has been a large increase in levels of ASB, which is not the case. A detailed report was provided to Members at the previous Sub Committee, which also provided reassurance that the previously incorrect coding of ASB did not adversely impact on service delivery or vulnerable victims.

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. Over the quarter, 2 CPNs were issued.
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 resulted in 4 arrests/deportations over quarter 4.

Noise and Rowdiness
While the Corporation is responsible for noise enforcement, CoLP has 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:

How did you find our service (scale of 1-10)?	16 rated as a 10 3 as a 9 1 as a 5 (suspect left at scene by officers) 1 N/A as ongoing
How quickly were we able to resolve the issue (1 slow - 10 quickly)	16 rated as a 10 4 as a 9 1 as an 8
Do you have confidence in the City of London Police (1 no confidence – 10 full confidence)	18 as a 10 3 as a 9
Do you feel safe in the City of London (1 not safe – 10 very safe)?	17 as a 10 3 as a 9 1 as an 8

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% above of previous 15/16 average of overall victim satisfaction (Currently 76%). **STABLE:** Quarters data within 5% below the threshold of 15/16 average. **DETERIORATING:** Two consecutive quarters below threshold of the 15/16 average or greater than 5% below the 15/16 average.			
ASSESSMENT	**Qtr 1 2016/17: IMPROVING**	**Qtr 2 2016/17: STABLE**	**Qtr 3 2016/17: STABLE**	**Qtr 4 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%**	**70%**	**73%**	**76%**	**▼ 3%**
Level of satisfaction in outcome of investigation (Valid Responses)	70%	100%	33%	44%	55%	45%	70%	▼ 25%
Number of invitations sent to victims to participate.	67	31	153	60	113	357	270	▲ 32%
Number of victims completing survey.	30	10	82	20	39	151	121	▲ 25%

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

Analysis of trends and activity

During Quarter 4, **70%** of respondents registered satisfaction with the service provided by ECD officers during their investigation. In total **39** victims took part in the survey. Over the whole of 2016/17 **73%** of victims registered satisfaction with the service provided. This is a **3%** decrease compared to the previous year.

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 1 2016/17: STABLE	Qtr 2 2016/17: STABLE	Qtr 2 2016/17: STABLE	Qtr 4 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%**	**100%**	**100%**	**100%**	▶ 0%
Total number of City fraud Investigations reaching point of outcome.	2	2	4	1	4	0	0	3	8	2	1	4	1	30	22	▲ 36%
Total number of City fraud investigations resulting in a positive outcome.	2	2	4	1	4	0	0	3	8	2	1	4	1	30	22	▲ 36%

Commentary

Year to date **3**0 investigations into **city based fraud** have reached the point of outcome, **36%** increase compared to the previous year.

24 investigations into non-city based fraud reached the point of outcome in March**, 5** of which resulted in judicial outcome

	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**	**23**	**31**	**24**

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 1 2016/17: IMPROVING	QTR 2 2016/17: IMPROVING	QTR 3 2016/17: STABLE/IMPROVING	Qtr 4 2016/17: IMPROVING

	15/16 Ave	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Total value of fraud prevented through ECD interventions.	£104,005,845	£95,279,772	£316,801,446	£364,611,145	£670,623,182	£697,344,577	£338,485,097	£140,174,318	£52,480,940	£26,779,636	£52,875,925	£41,140,772	£344,608,108

	16/17 YTD	15/16 YTD	YTD % Change
Total value of fraud prevented through ECD interventions	**£4,180,913,549**	£1,248,070,142	▲ 235%

Analysis of trends and activity

During March 2017 there were a total of **16,403** fraud enablers disrupted by the Economic Crime Directorate. This equates to a potential value of **£344,608,108.** During the year 2016/17 a total of **186,876** fraud enablers were disrupted, this is **3%** higher than the **180,868** during 2015/16. It should be noted that due to the higher proportion of websites disruptions undertaken by PIPCU the potential value of interventions is **235%** higher 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 1 2016/17: IMPROVING	Qtr 2 2016/17: IMPROVING	Qtr 3 2016/17: IMPROVING	Qtr 4 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	985,266	▲ 39%
Total cumulative crimes disseminated.	189,249	206,702	223,692	240,878	260,406	▲ 38%
Total cumulative outcomes reported to NFIB	68,736	74,570	84,368	93,474	106.368	▲ 55%
The number of judicial outcomes	30,278	32,004	34,078	36,266	38,492	▲ 27%
The number of non-judicial outcomes (NFA)	38,458	42,566	50,290	57,208	67,876	▲ 76%
Attrition rate	**9.72%**	9.66%	10.06%	9.78%	**10.8%**	**▲ 1%**

Analysis of trends and activity

The outcome rate of crimes reported to Action Fraud compared to the number of outcomes achieved is **10.8%**. In total **985,266** crime reports have been made to Action Fraud since April 2013 and **106,368** investigative outcomes have been achieved and reported.

A breakdown of the data by quarter since 2014 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	73,107	19,718	12,894	17.6%	65.3%	26.9%	5.6:1	1.5:1	3.7:1
2016/17	**280,706**	**71,404**	**40,481**	**14.4%**	**56.7%**	**56.7.%**	**6.9:1**	**1.7:1**	**3.9:1**

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 1 2016/17: STABLE/IMPROVING**	**Qtr 2 2016/17: STABLE**	**Qtr 3 2016/17: STABLE**	**Qtr 4 2015/16: 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%**	**0.03%**	**0.05%**	**0.03%**	**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	39,466	36,239	40,598	435,232	373,742	▲ 16%
Number of new victim complaints	13	29	14	12	10	23	16	13	9	5	10	17	11	169	158	▲ 7%
Number of complaints resolved	12	30	20	20	5	23	18	11	11	3	14	13	11	179	147	▲ 22%
Number of complaints outstanding	11	13	8	0	5	5	3	5	3	5	1	5	5	5	15	▼ 66%

Analysis of trends and activity

11 complaints were made against Action Fraud in March 2017 compared to **40,598** crime and information reports made to Action Fraud. This equates to **0.03%** of complaints compared to reports. In total during 2016/17 **169** complaints were made against Action Fraud, with a percentage of complaints against reports of **0.04%.**

The most common cause of complaint related to a lack of an investigation following the reporting of a crime. **10** of the **11** complaints in March related to this. In total **126** complaints were made due to a lack of investigation during 2016/17.

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

	15/16 Ave	Q1	Q2	Q3	Q4	16/17 YTD Ave
The ECD Return on investment	£45.06	£41.18	£47.94	£65.85	£20.79	£43.94

Analysis of trends and activity

In Quarter 4 it is estimated that for every £1 spent **£20.79** was saved. The average return on investment in 2016/17 was **£43.94**; this is **3%** less than the average Return on investment of **£45.06** in 2015/16.
The decrease can be attributed predominantly to the following two factors:
- Lower savings registered within the future fraud saved from enforcement element of the ROI. This was due to lower fraud values stolen in relation to DCPCU investigations where a charge was recorded in this quarter
- High increase in the quarterly spend element of the ROI. This is due to a much higher than average spend by the NFIB spend.

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 1 2016/17: STABLE (new criteria)**	**Qtr 2 2016/17: STABLE**	**Qtr 3 2016/17: STABLE**	**Qtr 4 2016/17: STABLE /DETERIORATING**

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%**	**79%**	**80%**	▼ 1%
Number of reports (crime and Information) to AF	93,436	100,646	103,195	115,114	116,303	435,232	373,742	▲ 16%
Number of people completing survey.	1,575	1,726	1,907	1,764	2,097	7,494	6,299	▲ 19%

79% (1660/2097) of victims who used the Action Fraud reporting service in Quarter 4 stated that they were satisfied that it had fully addressed their fraud related enquiry. In total in 2016/17 **79%** of victims had stated they were satisfied with the service. This is a **1%** decrease compared to the previous year

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

	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%
	92.9%	75.3%	82.2%	94.3%	79.0%
YTD AVG	**93.5%**	**82.1%**	**82.6%**	**94.5%**	**82.6%**

Quarter 4 results had only just been received at the time this report was drafted, therefore detailed analysis has not yet been conducted. It is not yet possible to provide the national position as data has not yet been published on iQuanta.

The Force ended the year -0.1% down for whole experience, compared to last year, and -1.2% compared to 2014/15.

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 (survey conducted annually)**

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

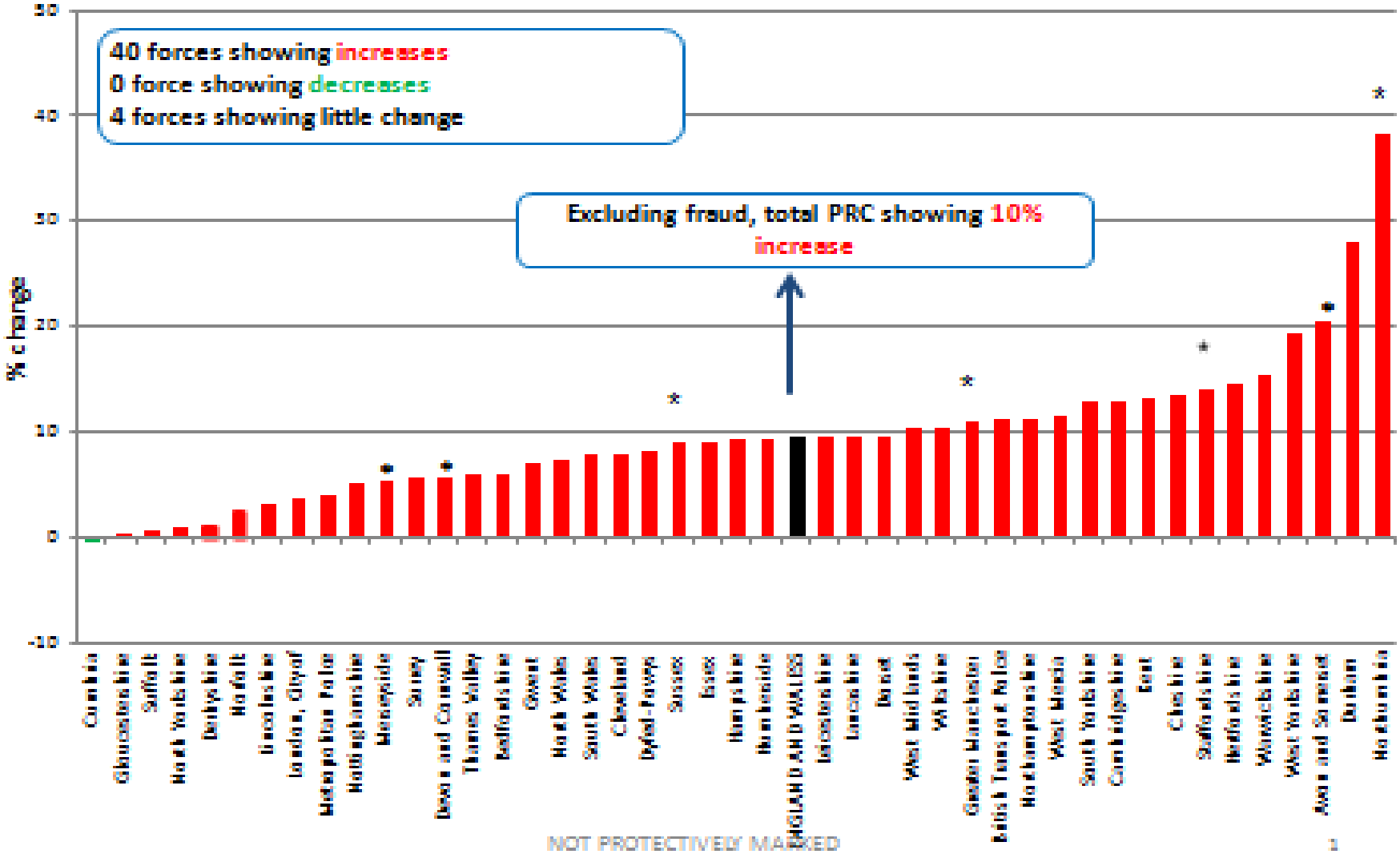
(Total responses are out of the 317 responding to the survey)

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.

PRC – force % changes



NOT PROTECTIVELY MARKED

% changes are year ending December 2016 compared with the previous year (excludes fraud offences)

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Committee(s):	Date:
Police Performance and Resource Management Committee	30th May 2017
Subject: HMIC Update	**Public**
Report of: Commissioner of Police Pol 34-17	**For Information**
Report author: Chief Inspector Andrew Ricketts, Strategic Development	

Summary

This report provides Members with an overview of activity undertaken within the last reporting period since your February Sub Committee, and references 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

HMIC PEEL Inspection – Effectiveness 2016 (City of London)
HMIC PEEL Inspection – Effectiveness 2016 (National Report)
both reports published March 2017

Inspections Completed Since Last Report

The latest efficiency and legitimacy inspection commenced on the 8th May 2017 for a period of four days. HMIC have this year incorporated the 'leadership' pillar within the sub-diagnostic questions that will go towards the overall grading of the core questions for the two pillars of 'efficiency' and 'legitimacy'. In addition, HMIC have been provided with a data and documents for the crime file review that will form part of the 2017 HMIC PEEL effectiveness inspection taking place during Autumn 2017 (date to be confirmed).

Inspections Due During Next Period

Rolling unannounced inspection programmes that could take place in the next period are: Custody, Crime Data Integrity and Child Protection.

HMIC Recommendations Overview

This report contains progress against the recommendations from all live inspection action plans and are summarised in the table below and fully within Appendix A. HMIC did not set deadlines for many of these recommendations, but the Force has set itself some challenging targets to drive forward and deliver improvements. Some of the deadlines set have only very recently passed and many of these will be delivered and complete shortly. A further update will be provided to the next Police: Performance and Resource Management Sub Committee in September.

Report	Number of open recommendations and status
PEEL: Police Effectiveness 2016 – National	**3 Amber** **2 White**
PEEL: Police Effectiveness 2016 – CoLP	**13 Amber**
Best Use of Stop & Search Scheme Revisit	**3 Reds**
PEEL: Police Leadership 2016 - CoLP	**1 Red** **1 new Green for this period**
PEEL: Police Legitimacy 2016 – National	**2 Ambers** **1 new Green for this period**
PEEL: Police Legitimacy 2016 - CoLP	**3 Reds** **2 new Greens for this period**
PEEL: Police Efficiency 2016 – CoLP	**4 Red** **1 Amber**
Delivering Justice in the digital age	**1 new Green for this period** **Now complete**
The tri-service review of joint emergency services interoperability principles	**2 Reds**
PEEL: Police Effectiveness 2015 – CoLP	**1 Red**
The depths of dishonour: Hidden voices and shameful crimes	**1 new Green for this period** **Now complete**
PEEL: Police Efficiency 2015 - CoLP	**1 Red**
In harm's way: The role of the police in keeping children safe	**1 Red**

Recommendation Summary	Number
New Green	**6**
Amber	**19**
Red	**16**
White	**2**
Total Amber/Red/White Recommendations	**37**

Recommendation

Members are asked to receive and note the contents of this report.

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 two new HMIC reports published that impact upon the Force. Progress with existing recommendations as well as the current inspection programme is provided below for Members information.

NEW REPORTS

CoLP HMIC PEEL Inspection – Effectiveness

2. On the 2nd March 2017 HMIC published its PEEL Police Effectiveness 2016 report alongside individual force reports. The overall judgment of the force was **GOOD**.

3. The City of London Police (CoLP) was considered good at keeping people safe and reducing crime. The Force was seen to have an effective approach to investigating crime and protecting vulnerable people, particularly victims of domestic abuse. HMIC considered a need to make improvements on how the Force approached prevention of crime and anti-social behaviour and also identified a need for improvement in how the force tackled serious and organised crime, although there was recognition of the good work within the Economic Crime Directorate in tackling organised crime groups (OCG).

4. The Force was recognised for analysing national intelligence to identify and respond to Economic Crime, but low volumes of local intelligence were considered to impair the wider understanding of OCG threats across all communities. HMIC found that there could be improvements in the use of a structured problem-solving model and assessment of the effectiveness of problem-solving activities.

5. The Force was considered good at investigating crime and reducing re-offending. It was seen to allocate appropriate resources to calls for service, and its initial investigations are assessed as effective. Subsequent investigations are generally conducted effectively by suitably trained staff, supported by specialist functions. Although the improvement plan is still being implemented, the Force was recognised for responding positively to previous HMIC comments on integrated offender management.

6. The Force was assessed as good at protecting those who are vulnerable and supporting victims. Its initial response to vulnerable victims is effective, and officers and staff have a good understanding of vulnerability, enabling them to identify and protect vulnerable people. Improved flagging of vulnerability on records was an area for improvement. The Force effectively investigates offences involving vulnerable victims and works well with other organisations to support victim safety.

7. The Force's approach to tackling serious and organised crime and managing organised crime groups required some improvement. HMIC found a sophisticated understanding of the threat from economic crime and a structured process to assess the threat from serious and organised crime. However, it assessed that this could be improved by increased local intelligence collection and analysis and data from other organisations.

8. The Force was recognised as having good specialist capabilities and effective arrangements to fulfil national responsibilities; appropriate arrangements are in place to deal with major incidents and an extensive armed policing strategic threat and risk assessment provided a thorough understanding of the threat from firearms.

9. Thirteen areas for improvement (AFI) were identified:

   i. The Force should improve its approach to collecting and analysing intelligence – including intelligence from its main partner organisations – to provide a detailed understanding of its communities.

   ii. The Force should adopt a structured and consistent problem-solving process to enable it to tackle crime and anti-social behaviour more effectively.

   iii. The Force should ensure that there is regular and active supervision of investigations to improve quality and progress.

   iv. The force should ensure that its integrated offender management programme is implemented consistently across all areas.

   v. The Force should improve the identification of the vulnerability of victims during investigations; by ensuring staff complete the necessary processes on the crime reporting system.

   vi. The Force should reassure itself that in relation to the use of victim personal statements it is fully compliant with its duties under the *Code of Practice for Victims of Crime*.

   vii. The Force should enhance its ability to gather and use intelligence from a range of sources to develop its understanding of serious and organised crime.

   viii. The Force should ensure that it maps all organised crime groups promptly following identification.

   ix. The Force should ensure that it prioritises activity aimed at tackling organised crime groups effectively in order to protect communities from harm.

   x. The Force should improve its understanding, across the government's national 4P framework, of the impact of its activity against serious and organised crime, and ensure that it learns from experience to maximise the force's disruptive effect on this activity.

   xi. The Force should enhance its approach to the lifetime management of organised criminals to minimise the risk they pose to local

communities. This approach should include routine consideration of ancillary orders, partner organisation powers and other tools to deter organised criminals from continuing to offend.

xii. The Force should improve its understanding of the impact of its activity on serious and organised crime and ensure that it learns from experience to maximise the force's disruptive effect on this activity.

xiii. The Force needs to test its own vulnerability to significant cyber attack.

10. Prior to publication of the report and development of an Action Plan, work had already commenced to deliver required improvements in the above areas, driven through relevant working groups including the Vulnerability Working Group and Serious and Organised Crime Group. Progress and improvements have already been seen in many areas, for example, local intelligence submissions have increased from approximately 16 to 44 per day (March 17) and developments have progressed around the management of OCGs.

11. Following a report to the Force Strategic Management Board (SMB) on 11th May, senior Lead Officers have now been assigned for delivery of each designated AFI above, and will work with functional leads to build on progress already made.

All Forces HMIC PEEL Inspection – Effectiveness

12. The national effectiveness report identified 5 causes for concern and made 5 recommendations (with a total of 11 sub-recommendations). Two of these are directly applicable to the force. A third recommendation whilst not directly applicable is also being addressed.

13. HMIC overall all force gradings were as follows:

    i. 1 force graded as outstanding (Durham).
    ii. 28 forces graded as good (including City of London Police).
    iii. 13 forces graded as requires improvement (including Metropolitan Police).
    iv. 1 force graded as inadequate (Bedfordshire Police).

14. In comparing overall gradings with those of 2015, 10 forces improved their grading, 9 forces' gradings were reduced and 24 received the same grade (including City of London Police).

Best Use of Stop and Search (BUSS) Scheme Revisit Assessment - Compliant

15. An HMIC revisit on stop and search was carried out between 3rd November 2016 and 24th November 2016. This included a review of the Force website, Force documentation and consultation with staff.

HMIC's 2015 legitimacy inspection found that the force was not complying with two features of the scheme:

- recording and publishing outcomes, including showing the connection between outcomes and objectives, and
- monitoring the impact of stop and search, particularly on black, Asian & minority ethnic people and young people.

16. HMIC confirmed that it found that the Force was now compliant with these features of the scheme (a copy of HMIC's letter dated 28th November 2016 was previously circulated to Members after your November 2016 Sub Committee). However, HMIC made 3 suggestions for further enhancements the Force could make for monitoring the impact of Stop and Search. These are being addressed.

INSPECTIONS UNDERTAKEN SINCE LAST REPORT

17. An efficiency and legitimacy inspection commenced on the 8th May 2017 for a period of four days. HMIC has this year incorporated the 'leadership' pillar within the sub-diagnostic questions that will go towards the overall grading of the core question and then the two pillars of 'efficiency' and 'legitimacy'.

18. HMIC have been provided with data and documents as part of the crime file review that will form part of the 2017 effectiveness inspection taking place during Autumn 2017 (date to be confirmed).

INSPECTIONS DUE DURING NEXT PERIOD

19. Rolling unannounced inspection programmes that could take place in the next period are:

    a) Custody
    b) Crime Data Integrity
    c) Child Protection

20. No reports are due for publication over the next reporting period.

CURRENT STATUS OF HMIC RECOMMENDATIONS

21. There are 13 HMIC reports being managed by the Force during the reporting period. The current status of recommendations is summarised in the table below with full details contained in Appendix A.

22. HMIC did not set deadlines for many of these recommendations, so the Force set itself some challenging targets to drive forward and deliver improvements. Some of the deadlines set have only very recently passed and the force expects many of these to be completed shortly and progress will be reported to your next Police: Performance and Resource Management Sub Committee in September.

Current Status of HMIC Recommendations Summary

Recommendation Summary	Number
New Green	6
Amber	19
Red	16
White	2
Total Amber/Red/White Recommendations	37

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

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HMIC Report Recommendations

Traffic Light Colour	ion 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 is beyond designated deadline or cannot / will not be implemented (rationale required) or
WHITE	The recommendation is not CoLP responsibility to deliver and is dependent upon another organisation delivering a product.

PEEL: Police Effectiveness 2016

A National report by HMIC
Published March 2017

There are 5 recommendations; 3 of which apply to force.

	Recommendations & Areas for Improvement	Status	Due Date	Comment
1	**Cause of concern** HMIC found that neighbourhood policing continues to be eroded. The police service is no longer consistently implementing elements of neighbourhood policing known to be effective in preventing and tackling traditional crime, and has not yet applied these to 21st century threats (online crime and so-called hidden and complex crimes). **Recommendation 1** By December 2017, the College of Policing, working with the National Police Chiefs' Council and the Association of Police and Crime Commissioners, should review the existing evidence about what makes effective neighbourhood policing, and	**WHITE**	December 2017	This action is for the College of Policing working with the NPCC and APCC.

Recommendations & Areas for Improvement		Status	Due Date	Comment
	develop and issue national guidance setting out the essential elements of neighbourhood policing which all forces should provide. This guidance should cover, but not be limited to: • public engagement to inform preventative policing activity; • targeted intelligence-led preventative activity and patrolling; • effective problem-solving policing to prevent crime and anti-social behaviour; • effective involvement of neighbourhood policing in tackling serious and organised crime, in preventing violent extremism and in keeping the most vulnerable members of communities safe; • effective multi-agency approaches to local problems; • analytical capability to support effective and targeted preventative policing; and • capability to review and assess the effectiveness of the action taken, to learn what works and to implement that effectively across the whole force area. • Immediately after the national guidance has been issued, all forces should review their own approach to neighbourhood policing to determine whether the service they provide to local communities meets these guidelines. As soon as practicable thereafter, they should put into effect any necessary changes to implement the national guidance.			

Recommendations & Areas for Improvement		Status	Due Date	Comment
Page 73	**Cause of concern** HMIC found a severe shortage of qualified detectives and other investigators and has concluded that this now constitutes a national crisis. Some forces are coping with significant increases in the number of complex crimes (including serious sexual offences) but in other forces there are not enough qualified detectives and other investigators efficiently and effectively to meet the demand. In addition, there is little, if any, capacity for forces to assist one another through the temporary loan of detectives or other investigators where this is necessary or expedient. While the National Police Chiefs' Council (NPCC), working with forces, is already taking steps to tackle the national shortage, it is vital that this activity is of sufficient pace and scale to solve the problem. **Recommendation 2** • By June 2017, the National Police Chiefs' Council, working with the College of Policing, should review what is currently being done at both force and national levels to tackle the national shortage of qualified detectives and other investigators. By June 2017, they should provide a report to HMIC and the Home Office as to whether the steps now being taken are sufficient to tackle the shortfall and, if they are not, as to what further steps are necessary in that respect. • By December 2017, the National Police Chiefs' Council, working with the College of Policing, should establish and immediately put into effect and expeditiously pursue a national action plan to remedy the shortfall in numbers of detectives and qualified investigators.	**WHITE**		This action is for the NPCC working with the CoP

Recommendations & Areas for Improvement		Status	Due Date	Comment
	The action plan should state the respective responsibilities of individual forces, the NPCC, the College of Policing and the Home Office in this respect, and contain a specification of the steps to be taken by each and the timescale according to which those steps should be taken.			
3	**Cause of concern** HMIC found that there is an unacceptable and poorly-understood variation in the extent to which forces assign to investigations the outcome type (see annex for further details): 'Evidential difficulties: victim does not support police action'. **Recommendation 3** Each force that has assigned to appreciably high levels of investigations (when compared with other forces) the outcome type (Cleveland Police, Kent Police, Hampshire Constabulary, Humberside Police, Warwickshire Police and West Mercia Police) 'Evidential difficulties: victim does not support police action' should: • by 1 May 2017, produce and submit to HMIC an action plan that sets out: how it will undertake a comprehensive analysis of the use of this outcome type across the force area in order fully to understand why it is an outlier; how it will review the extent to which the force's use of this outcome type is	AMBER	September 2017	This action does not directly apply to the City of London Police however, the extent to which 'Evidential difficulties: victim does not support the police action' is recorded as an outcome should be understood and appropriate action taken if necessary. Strategic Development is engaging with Business Leads to define and progress actions.

Recommendations & Areas for Improvement		Status	Due Date	Comment
	appropriate; and, as is likely, the steps that it will take to improve its service to victims by reducing the extent to which investigations are assigned to this outcome type; • immediately thereafter put that action plan into effect; and • by 30 June 2017, submit to HMIC a report on the results of the comprehensive analysis of the use of this outcome type. By September 2017, the Home Office, working with the National Police Chiefs' Council and police forces, should determine whether any further guidance should be issued regarding the use of this outcome type or whether more significant changes are required to the outcomes framework, and if necessary issue further guidance in this respect to forces as soon as practicable thereafter.			
4	**Cause of concern** HMIC found that in many forces there is a material lack of focus, grip and effective activity directed to apprehending wanted suspects. There are too often inconsistencies and weaknesses in how rapidly forces circulate information about wanted suspects on the Police National Computer (PNC), and too often inadequate efforts are made to apprehend these individuals once the information has been circulated. **Recommendation 4** • Immediately, all forces should review their current	AMBER	Immediate	Strategic Development is engaging with the Force Intelligence Bureau to undertake this review and timelines for completion.

Recommendations & Areas for Improvement		Status	Due Date	Comment
	procedures for apprehending wanted suspects, assess the number of wanted suspects on the PNC and those whose details have yet to be circulated on the PNC, and take prompt and effective action to apprehend those suspects. • By September 2017, the National Police Chiefs' Council (NPCC) should develop clear guidance for forces on the requirements and process for entering the details of suspects on the Police National Computer and the reasonable steps forces should take to apprehend those wanted individuals once their details have been • circulated. The NPCC should work closely with forces to develop this guidance. • In its PEEL effectiveness inspection 2017, HMIC will test forces' readiness to comply with the established approach.			
5	**Causes of concern** HMIC found that the current approach to mapping organised crime groups is applied by forces in an unacceptably inconsistent way, giving an incomplete and inaccurate picture of the national threat. Given the severity and nature of organised crime, a more coherent and consistent approach is critical. **Recommendation 5** • Immediately, the responsibility for mapping organised crime groups should be transferred from individual police forces to regional organised crime units, and this transfer should be completed no later than September 2017. • By September 2017, in order to improve the	AMBER	Immediate	Strategic Development will discuss this with the Directorate Head I&I since the London ROCU no longer exists.

Recommendations & Areas for Improvement		Status	Due Date	Comment
	consistency of organised crime group mapping, the National Crime Agency should lead a comprehensive review of the suitability of the current mapping approach for assessing and tackling the broad range of threats posed by serious and organised criminality (including organised crime groups, urban street gangs and other criminal networks) and, if necessary, issue guidance on a revised national approach as soon as practicable thereafter.			

PEEL: Police Effectiveness 2016

A Force report by HMIC
Published March 2017

There are a total of 13 actions for the force.

Recommendations & Areas for Improvement		Status	Due Date	Comment
1	**Areas for improvement** The force should improve its approach to collecting and analysing intelligence – including intelligence from its main partner organisations – to provide a detailed understanding of its communities.	AMBER	September 2017	An overarching improvement plan is in development, however since the publication of this report, intelligence reports have more than doubled and the governance and processes of managing Serious and Organised Crime have been enhanced.
2	**Areas for improvement** The force should adopt a structured and consistent problem-solving process to enable it to tackle crime and anti-social behaviour more effectively.	AMBER	September 2017	

Recommendations & Areas for Improvement		Status	Due Date	Comment
3	**Areas for improvement** The force should ensure that there is regular and active supervision of investigations to improve quality and progress.	AMBER	September 2017	As above, owners for these areas have been identified and an improvement plan is in development.
4	**Areas for improvement** The force should ensure that its integrated offender management programme is implemented consistently across all areas.	AMBER	September 2017	
5	**Areas for improvement** The force should improve the identification of the vulnerability of victims during investigations, by ensuring staff complete the necessary processes on the crime reporting system.	AMBER	September 2017	
	Areas for improvement The force should reassure itself that in relation to the use of victim personal statements it is fully compliant with its duties under the Code of Practice for Victims of Crime.	AMBER	September 2017	
7	**Areas for improvement** The force should enhance its ability to gather and use intelligence from a range of sources to develop its understanding of serious and organised crime.	AMBER	September 2017	
8	**Areas for improvement** The force should ensure that it maps all organised crime groups promptly following identification.	AMBER	September 2017	

Recommendations & Areas for Improvement		Status	Due Date	Comment
9	**Areas for improvement** The force should ensure that it prioritises activity aimed at tackling organised crime groups effectively in order to protect communities from harm.	AMBER	September 2017	
10	**Areas for improvement** The force should improve its understanding, across the government's national 4P framework, of the impact of its activity against serious and organised crime, and ensure that it learns from experience to maximise the force's disruptive effect on this activity	AMBER	September 2017	
11	**Areas for improvement** The force should enhance its approach to the lifetime management of organised criminals to minimise the risk they pose to local communities. This approach should include routine consideration of ancillary orders, partner organisation powers and other tools to deter organised criminals from continuing to offend.	AMBER	September 2017	
12	**Areas for improvement** The force should improve its understanding of the impact of its activity on serious and organised crime and ensure that it learns from experience to maximise the force's disruptive effect on this activity.	AMBER	September 2017	

Recommendations & Areas for Improvement		Status	Due Date	Comment
13	**Areas for improvement** The force needs to test its own vulnerability to significant cyber attack.	AMBER	September 2017	

Best Use of Stop and Search Scheme revisit 2016

A Force report by HMIC
Published February 2017

HMIC reported that following a revisit in November 2016 they found that the force was compliant with the Best Use of Stop and Search scheme having previously failed on 2 requirements.

HMIC further advised that the force's monitoring and analysis could be further enhanced and these suggestions have been accepted and are reported below. These are not formal Areas for Improvements but are included within this schedule for completeness.

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

Recommendations & Areas for Improvement		Status	Due Date	Comment
Areas for Enhancement Enhance monitoring data on:				
1	the reason for searches (e.g. drugs) by ethnicity and age	RED	April 2017	Strategic Development has discussed these with the Chair of Stop and Search and Use of Force Working Group. The working group has a performance dashboard which will be amended to include recommendations 1 and 2 plus an analysis by gender. The new data requirements to meet recommendations 1 to 3 are currently being considered by Performance Information Unit for production of new business objects reports.
2	the rate at which the item searched for is found, by ethnicity and age	RED		

Recommendations & Areas for Improvement		Status	Due Date	Comment
3	Individual officer/team data – totals, outcomes and find rate, by ethnicity and age.	RED		**Action Required:** New business object reports need to be written and the dashboard amended to reflect the changes. **Current position:** Draft business object reports were expected by end of March 2017 but production was initially delayed which was then compounded by a staff resignation. Strategic Development has requested a new timeline for delivery but this should be delivered during the next reporting period. The Stop and Search and Use of Force Dashboard will be amended following the production of the business objects reports.

PEEL: Police Leadership 2016

A Force report by HMIC
Published [online only] December 2016

2 actions are relevant to the City of London Police and in progress.
HMIC has not set deadlines for these Areas for Improvement. Evidence of improvement will be tested by HMIC during the Spring PEEL Inspection commencing 8th May 2017.

Recommendations & Areas for Improvement		Status	Due Date	Comment
1	**Areas for improvement** 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. and	**NEW GREEN**	March 2017	<u>Leadership Programme</u> An evaluation report for the Leadership programme was presented to the May 2017 Force Change Board. <u>Talent Management</u> The talent management strategy has been drafted linked to the force's vision as well as other drivers, including the Workforce Plan. Internal and external research was carried out to inform the strategy. The talent management strategy has been circulated to force Senior Leadership Team members for their review and feedback by 17th May 2017 whereupon the Strategy will be finalised and a delivery plan designed at which point this will be GREEN.
2	**Areas for improvement** 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.	**RED**	March 2017	

PEEL: Police Legitimacy 2016 – National

A National report by HMIC
Published December 2016

Total of 3 actions are relevant to the City of London Police, 1 is complete and 2 are in progress.

Recommendations & Areas for Improvement		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.	GREEN	June 2017	Within 6 months The Head of Professional Standards confirms that current national vetting standards are being complied with. New guidelines are expected in 2017 and PSD will action accordingly. The Professional Standards Control Strategy has been produced and vetting is fully referenced in it.
		AMBER	December 2018	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.

Recommendations & Areas for Improvement		Status	Due Date	Comment
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. **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.	NEW GREEN	June 2017	The City of London Police is an outlier for the reporting of such cases to the IPCC. This has been discussed at IPCC liaison meetings and there is acceptance the force is reporting appropriately. A process to identify allegations of abuse of authority already exists. The force recognises this abuse as serious corruption and force process includes review of such cases by 2 experienced officers. A retrospective review of cases in the 3 years 1/4/2014 to 9/2/2017 has been undertaken by PSD in relation to Abuse of Authority – no cases found.
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	AMBER	June 2017	The force has already launched [February 2017] 'Bad Apple' – two way confidential reporting which supports this work. A regular 'Professionalism' newsletter has been launched by the Assistant Commissioner in May 2017. <u>Action required</u> Produce a plan and begin implementation. <u>Current Progress</u> The Head of Counter Corruption has produced a draft plan which is the subject of review and the establishment of timelines. A final version of the plan is under review by the Head of Professional Standards. Implementation will commence thereafter at which point this will be GREEN.

Recommendations & Areas for Improvement		Status	Due Date	Comment
	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.			

PEEL: Police Legitimacy 2016 - CoLP

A Force report by HMIC
Published December 2016

Total of 5 actions: 0 are national and outside the remit of City of London Police.
5 are relevant to the City of London Police, 3 are in progress.

HMIC has not set deadlines for these Areas for Improvement, but they will revisit this in the 2017 PEEL inspection commencing as early as March 2017.

Recommendations & Areas for Improvement		Status	Due Date	Comment
1	**Areas for improvement** The force should improve how it demonstrates that it has taken action to improve how it treats all the people it serves	RED	April 2017	Professional Standards will be implementing a questionnaire as part of the post complaint procedure to establish feedback from the complainant. This is currently being trialled until July 2017 before a formal launch. The Corporate Communication Department has been undertaking a review of 'surveying' relevant parties in conjunction with the City of London Corporation. The Corp Comms Director is in discussion with survey companies to explore options and receive quotes. An options report is being presented to the Force Strategic Management Board in June 2017 for a decision. The Force is working with the Corporation to establish how we can work together to use their existing channels and tools to engage with the hard to reach communities within the City, this includes utilising the City Resident magazine in June 2017. This includes the establishment of an Engagement Working Group which includes CoL representatives. The force external website is being enhanced to include a 'you said, we did' section to update the Community on issues which have been raised and how the force responded. The Force has also utilised Twitter and

Recommendations & Areas for Improvement		Status	Due Date	Comment
				Facebook in support of this.
2	**Areas for improvement** Annually, the force should produce a local counter-corruption strategic assessment and control strategy, to identify risks to the force's integrity.	NEW GREEN	March 2017	Professional Standards currently feeds into the force wide strategic assessment and have a section within this document - there is no need for a separate Strategic Assessment for counter corruption.
3	**Areas for improvement** 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.	NEW GREEN	March 2017	Professional standards have produced a quarterly professionalism bulletin 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.

Recommendations & Areas for Improvement		Status	Due Date	Comment
4	**Areas for improvement** The force should improve how it identifies and understands its workforce's wellbeing needs.	RED	March 2017	The force has established a Well Being Plan and a Senior manager has been identified the Force Well Being Champion. The force is currently undertaking a staff survey which is being facilitated by Durham University. Upon completion of the survey and the production of a report by Durham University the force will produce an action plan. Results of the Staff Survey will inform the Well Being Plan and full delivery of this plan will turn this action GREEN.
	Areas for improvement The force should improve how it manages individual performance of its officers and staff.	RED	March 2017	The force has established a Performance Development Action Plan with a timeline for delivery of December 2017. The initial steps of the plan have been delivered and a draft Talent Management Strategy has been produced pending consultation with the Chief Officer Team, and sign-off.

PEEL: Police Efficiency 2016 CoLP

A Force report by HMIC
Published November 2016

Total of 5 actions: 0 are national and outside the remit of City of London Police.
5 are relevant to the City of London Police, 5 are in progress.

	Recommendations & Areas for Improvement	Status	Due Date	Comment
1	**Causes of concern** The lack of clear coherent plans in City of London Police is a cause of concern to HMIC. It means that it is not possible for us to be confident that the force will continue to be able to provide efficient and effective policing in the future. To address the cause of concern HMIC sets out a recommendation below. **Recommendation** By 31 May 2017, City of London Police needs to complete its ICT strategy, workforce plan, and analysis of future demand for its services.	NEW GREEN	May 2017	ICT strategy A CoLP ICT Strategy has been produced and was presented IT Sub Committee on the 22nd February 2017.
		GREEN		Workforce Plan This was an original recommendation from PEEL Efficiency 2015 progress repeated below. This plan was presented to Committee in February 2017 and is now a standing agenda item for Strategic Workforce Planning where is will be reviewed monthly and updated bi-annually.
		AMBER		Future Demand External consultants have been appointed and have commenced work against agreed terms of reference. The demand and resource build also provides some evidence of future demand. These documents have been provided to HMIC as part of the document return for the PEEL spring inspection. The demand and resource build process has now progressed and an Overarching STRA report document has also been provided to HMIC. External Consultants report is expected for early July 2017 at which point this will be GREEN.

Recommendations & Areas for Improvement		Status	Due Date	Comment
2	**Areas for improvement** City of London Police should ensure its understanding of the demand for its services, and the expectations of the public, is 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'.	RED	March 2017	External consultants have been appointed and have commenced work against agreed terms of reference. The demand and resource build also provides some evidence of future demand. These documents have been provided to HMIC as part of the document return for the PEEL spring inspection. The demand and resource build process has now progressed and an Overarching STRA report document has also been provided to HMIC. External Consultants report is expected fop early July 2017 at which point this will be GREEN.
3	**Areas for improvement** 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.	RED	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. A Priority based Budget Methodology has been produced and revised February 2017. Expenditure options will feature with the 2017 STRA process commencing July 2017 – at this point this will be GREEN
4	**Areas for improvement** 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.	RED	March 2017	A Benefits Strategy has been drafted and a Benefits tool is in production for trialling at the end of May 2017 and launched at which point this will be GREEN Products from the toolkit will presented and monitored at Force Change Board.

Recommendations & Areas for Improvement		Status	Due Date	Comment
5	**Areas for improvement** 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.	RED	March 2017	This work has been addressed to a degree in the workforce plan. Consultants have been engaged to assist the force with providing future demands. This will dovetail with the workforce plan which will be updated going forward. A skills audit of the force is progress due for delivery in October 2017 at which point this will be GREEN. HR have produced a draft Recruitment Plan and Retention Strategy .

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 and are complete

Recommendations & Areas for Improvement		Status	Due Date	Comment
4	**Recommendation** 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	NEW GREEN	November 2016	A suitable encryption process has been agreed with the CPS and has gone live within the force Administration of Justice Unit [May 2017] and will be rolled across the force.

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 are national and outside the remit of City of London Police.
5 are relevant to the City of London Police, 2 are still in progress.

Recommendations & Areas for Improvement		Status	Due Date	Comment
	Recommendation 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.	**RED**	April 2017	The force undertakes regular testing exercises, although it is 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.
5	**Recommendation** 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.	**RED**	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 fed into the force Organisational Learning Forum. This will be green when a process is in place to record, track and 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
Page 93	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	31/3/2016	The force has visited Durham Police, who HMIC have identified as an outstanding force, and best practises are being adopted to improve awareness of organised crime groups to Communities teams and Uniformed Officers. These new practises are to be launched by the Force Intelligence Bureau at which point this will be green.

The depths of dishonour: Hidden voices and shameful crimes

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

A national report by HMIC
Published December 2015
Total of 14 actions: 11 are national and outside the remit of City of London Police.
3 were areas relevant to the City of London Police, 1 are still in progress.

Recommendation		Status	Due Date	Comment
	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.			
		NEW GREEN	June 2016	HBV/FM & FGM was investigated as part of the development of the Domestic Abuse Profile which was published on the 14th March 17

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
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 feed into the force training system ahead of the next PEEL inspection anticipated May / June 2017. In addition to the skills audit the force is also 'baselining' its current skills and capability requirements. It is collecting data around actual

Recommendation		Status	Due Date	Comment
				skill requirements for each role and will use this to compare against skills audit conducted to identify gaps etc which will be fed into strategic training plan and workforce requirements for the future. This will also link with the STRA in that future demand will give an indication of future skill requirements which can be added to baselined roles and then feed into future planning requirements. Again this is being conducted with a phased approach, initially officer roles up to the rank of Chief Insp are being baselined to be followed by support staff, Specials and then more senior roles. IT systems are also being investigated to support management reporting in this area and to assist in reaching informed planning requirement decisions. The work is expected to be delivered by October 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 [Strategic Development has subdivided for ease of assessment]
Of these 1 is national and outside the remit of City of London Police, 1 is still in progress.

Area for Attention		Status	Due Date	Comment
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. Information systems are poorly integrated and inputting data takes up considerable time that might be more usefully spent on investigations and enquiries. In failing to record basic data accurately such as the age, gender and ethnicity of children, police forces are unable to demonstrate they operate without discrimination.	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 Children's Services and Education Departments at the City of London and lead Member for Vulnerability. Plans for a questionnaire for completion by children upon being released from custody are currently being explored.

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Committee(s):	Date:
Performance and Resource Management Sub-Committee – For Information	30th May 2017
Subject: City of London Police Policy Oversight Annual Update 2016-2017	**Public**
Report of: Commissioner of Police Pol 32-17	**For Information**
Report author: Paul Adams, Head of Governance and Assurance	

Summary

At the November 2016 meeting of your Performance and Resource Management Sub Committee, Members requested an annual update report on Force Policies and Standard Operating Procedures (SOPs). It was agreed that, going forward, this would be provided annually at the end of the financial year at your May meeting of the Performance and Resource Management Sub Committee (See OR No 5). This report provides an overview of the work undertaken in 2016-17 to provide oversight into the management of Force Policy and Procedure.

Management of policies was delegated to the Directorates when the Force disbanded its central policy team as part of savings made under the City First Change Programme in 2014. Since this time Directorates have had the full responsibility for managing policy locally with Strategic Development acting as the portal to publish policy documents centrally on the Force intranet.

To ensure oversight of the policy position is maintained, Strategic Development provide a summary report to the Force Performance Management Group (PMG) each month on the current position of policies listed within the central database. This report provides an overview of the reports submitted to PMG throughout 2016-17.

The position of policies reported at PMG in April 2016 was that there were 229 policy and procedure documents on the Force database with 60 listed as requiring review. For the final report of the year submitted for the end of March 2017 there were 215 policy and procedure documents with 42 requiring review.

It should be noted that over the course of the year Directorates have reviewed and re-published policy documents monthly and while there are a number still requiring review the rolling nature of the process means that each month more documents come on line as requiring review to their content.

Recommendation(s)

Members are asked to: Note the contents of this report.

Main Report

Background

1. The Force PMG, chaired by the Assistant Commissioner, has been monitoring the policy position in a formal report since August 2015 when it was identified that the position of policy being up to date had deteriorated since the removal of the central policy resource. At that time the Force listed policy and standard operating procedures as separate documents, but they are now combined into single document for ease of management and publication in Force.

2. PMG had previously been given oversight of the Policy portfolio as part of Directorate plan reporting, but a decision was made to remove this oversight to cut down on bureaucracy and assist Directorates. With the removal of the Force central policy resource and allocation of policy responsibility to Directorates under the City First Change Programme in 2014, although being co-ordinated by Strategic Development, the governance element of Chief Officer oversight was lacking and there were concerns that the position would become unmanageable. The Assistant Commissioner therefore requested that a policy update be brought back to the monthly PMG meetings for oversight from the central resource so that focus could be given to Directorates to review and close any perceived policy gaps. This would assist with managing any risk around this.

3. The policy report to PMG details the work undertaken each month to review and re-publish policy and procedure documents and highlights the overall position within the policy database. Two appendices are presented to PMG with details of policies that are coming up for review within the next three months and policies that are overdue for review.

4. Once a policy comes up for review it is up to the policy owner to review the document and ensure that appropriate amendments are made. If instructed, Strategic Development will remove policies from the Intranet while reviews take place but a document requiring review does not mean that the policy and procedure are no longer fit for purpose.

Current Position

5. At the start of the year there were 60 documents that required review, at year end this number had been reduced to 42. Within year there were a number of significant developments in the way policy and procedure documents were reported. The first of these was the development of a risk assessment matrix for documents that required review, this was presented at the last PMG for the 2016/17 year and was based on the following reporting criteria:

Risk Assessment Traffic Light	Criteria
YELLOW	Negligible impact to Force with policy gap, no measurable operational or Governance implication, and/or Policy/SOP provides advice and support at local level for bespoke departmental process. Policy owner should review need for document within Force.
AMBER	Medium impact on Force operations or Governance activities. Has the potential to materially impact Force budget.

RED	Force could be open to litigation if relevant policy area is not providing sufficient guidance to staff. Major operational impact if consistent process not followed. Governance implications could lead to financial vulnerability if standard process not followed.

6. The risk assessment was introduced to allow an easy assessment of the policy position of each area, flag potential priorities for review and allow Directorates to prioritise resources. With the risk assessment in mind, the policy position within Force reported at the end of March 2017 was as follows:

Directorate	Total Number of policies & procedures	Number within date	Number requiring review (current gap)	Trend	Risk Assessment
BSD	79	59	20	↑	Yellow - 7 Amber - 9 Red - 4
CRIME	39	37	2	↓	Yellow - 0 Amber - 1 Red - 1
ECD	3	1	2	→	Yellow - 1 Amber - 1 Red - 0
I&I	31	26	5	→	Yellow - 2 Amber - 2 Red - 1
UPD	63	49	13	↓	Yellow - 4 Amber - 5 Red - 4
Total	**215**	**172**	**42**	↓	Yellow - 14 Amber - 18 Red - 10

7. The breakdown of these documents is as follows:

<u>List of Force Policies/SOPs Requiring Review</u>

SOP	Directorate	Date of last review	Date of next review	Risk Assessment
Accident Management	BSD	Feb-12	Feb-15	RED
Benefits Realisation Management	BSD	Feb-11	Feb-14	AMBER
Claiming of Expenses and Reimbursement	BSD	Apr-13	Apr-16	AMBER
First Aid Training	BSD	Dec-14	Dec-16	RED
Fleet Management	BSD	Aug-14	Dec-16	YELLOW
Flexible Learning	BSD	Dec-14	Dec-16	YELLOW
HR - Adjusted Duties	BSD	Mar-16	Mar-17	YELLOW
HR - Police Officers On-Call	BSD	Dec-13	Dec-16	AMBER

HR – Recruitment	BSD	Jun-14	Jun-16	RED
HR - Reward & Recognition	BSD	Sep-13	Sep-16	AMBER
Journey Data Recorders	BSD	Aug-14	Dec-16	AMBER
Media Contact Register	BSD	Sep-15	Sep-16	YELLOW
Personal Protective Equipment	BSD	May-11	May-14	RED
Programme Management	BSD	Feb-11	Feb-14	AMBER
Project Management	BSD	Feb-11	Feb-14	AMBER
Special Constabulary Training	BSD	Dec-14	Dec-16	YELLOW
Uniform Services Force Tailor	BSD	Oct-13	Oct-16	YELLOW
Uniform Services Issue Centre	BSD	Jul-13	Jul-16	YELLOW
Use of Force Vehicles	BSD	Apr-13	Apr-16	AMBER
Vehicle Decommission and Disposal	BSD	Aug-14	Dec-16	AMBER

SOP	Directorate	Date of last review	Date of next review	Risk Assessment
Crime Screening, Allocation and Finalisation	Crime	Sep-15	Sep-16	AMBER
Kidnap and Extortion	Crime	Jul-13	Jul-16	RED

SOP	Directorate	Date of last review	Date of next review	Risk Assessment
Case Acceptance Criteria	ECD	Jun-11	Jun-14	AMBER
Police Staff Investigators	ECD	Feb-10	Feb-13	YELLOW

SOP	Directorate	Date of last review	Date of next review	Risk Assessment
Ancillary Orders	I&I	Feb-13	Feb-16	YELLOW
Automatic number plate Readers & CCTV (ANPR)	I&I	Feb-16	Feb-17	AMBER
Confidential Unit (Confidential)	I&I	Apr-16	Jan-17	RED
Public Address System	I&I	Feb-13	Feb-16	YELLOW
Response Intelligence Officer	I&I	Jan-15	Jan-16	AMBER

SOP	Directorate	Date of last review	Date of next review	Risk Assessment
Anti-Social Behaviour Follow Up Action	UPD	Feb-16	Feb-17	YELLOW
Armed Policing - Security Escorts	UPD	Feb-16	Feb-17	RED
Cab Watch	UPD	Feb-13	Feb-16	YELLOW
CBRN - Command and Control	UPD	Apr-16	Jan-17	AMBER
CBRN - Operational Response	UPD	Apr-16	Jan-17	RED
CBRN - Programme Cycleman	UPD	Apr-16	Jan-17	AMBER
CBRN - Radiation Detection Pager	UPD	Apr-16	Jan-17	AMBER
Dealing with Mental Health Incidents	UPD	Aug-16	Mar-17	RED
E-Mail Alert	UPD	Mar-13	Mar-16	YELLOW
Method of Entry (Unarmed)	UPD	Mar-15	Mar-16	RED
Police Vehicle Collisions and Demerit Points	UPD	Dec-14	Dec-16	AMBER
Priority Alert	UPD	Mar-13	Mar-16	YELLOW
Restorative Justice	UPD	Jul-13	Jul-16	AMBER

8. As stated the risk assessment of our policy documents was introduced at PMG in April 2017. The Assistant Commissioner has requested that policy owners provide monthly updates on all policies assessed as Red within this update so that he can be content work is being progressed to close any policy and procedure gaps within Force. The first update on this will take place at the May PMG which will be held before the date of this meeting.

9. The Chair of the Performance and Resource Management Sub-Committee attends the Force PMG and will be privy to the updates and scrutiny the Assistant Commissioner will hold policy owners to account for updates. It is envisaged that this approach will allow owners to focus resources on reviewing the main policy gap areas and where documents are assessed as a lower risk the document will be evaluated to ascertain if it should remain a policy or be re-classified as guidance for future maintenance.

10. In addition to the work undertaken to manage the policy position within year the Force was audited by the Corporation with regards to its policy and procedure management. There were 6 recommendations made by this report, all of which have been implemented within year to ensure our Governance is maintained.

Conclusion

11. Policy and procedure maintenance continues as part of the Force monthly oversight of Governance processes reported to PMG. The Committee will

continue to receive annual oversight of this activity to provide insight into the work undertaken to manage Force policy.

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Committee(s):	Date(s):
Police Performance and Resource Management Sub Committee - For information	30th May 2017
Subject: Human Resources Monitoring Information 1st April 2016 – 31st March 2017	**Public**
Report of: Commissioner of Police Pol 33-17 **Report Author:** Julia Perera, A/ HR Director	**For Information**

Summary

This report sets out the City of London Police ('the Force') human resources monitoring data for the period between1st April to 31st March 2017. 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 March 2017 was 675.49 (FTE) Police Officers and 411.46 (FTE) Police Staff which includes PCSOs.
- Please note that the Establishment is at 462.1 for staff and 728 for officers. A briefing note was presented to SMB on 14/03/2017 by Finance to summarise the movement in establishment posts from the original budget to reflect actual establishment model. The original budget build for 2016/17 did not reflect the force restructure which was not concluded at the time of the budget build and subsequent growth bids and conversion of supernumerary roles into established posts. Reconciliation was undertaken with a detailed breakdown provided by directorate.
- Joiners and leavers – 38 Police Officers joined the Force during the reporting period, and 61 left. There have been 52 Police Staff joiners, 53 have left. There have been 11 Special Constabulary Officers join the force and 2 volunteers, 14 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 5.6%
- Sickness – the average working days lost for Police Officers is 3.1 days and for Police Staff is 2.5 days
- 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 – 13 grievance cases have been submitted by 2 Police Officers and 11Police 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 March 2017. 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 675.49 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. The Strategic Workforce Planning Meeting held monthly chaired by the Assistant Commissioner aims to fill and address the vacancies for officers and staff. For example there will be two intakes of probationers over the next 12 months and the Establishment figures are likely to be reviewed when the current demand work has been completed by the Consultants who are undertaking this work. The Assistant Commissioner also oversees all workforces 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 411.46 (FTE) against an establishment model of 462.1 (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**	**31/03/17**
Officers	Establishment	712.5	732.5	730.5	730.5	728
	Strength	775	742	727	698.86	675.49
Staff	Establishment	422.5	470	460.7	450	462.1
	Strength	394	400	396	413.71	411.46
PCSO's (included in the Staff numbers)	Establishment	16	22	16	22	22
	Strength	16	12	10	16	11
Specials	Establishment	100	100	100	100	100*
	Strength	89	82	61	55	58
Agency	Strength	58	74	31	18	18
Volunteers	Strength	25	15	16	23	21

- 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, 61 Police Officers and 53 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 four years of data has been added for analysis.

Police Officers					
Reason for leaving CoLP	**2012 /13**	**2013/14**	**2014/15**	**2015/16**	**2016/17**
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	38
Transfer	5	7	2	7	7
Resignation	7	16	13	19	15
Total	**50**	**65**	**41**	**69**	**61**

Special Constabulary					
Reason for leaving CoLP	**2012/13**	**2013 /14**	**2014/15**	**2015/16**	**2016/17**
Death in service	0	1	0	0	0
Resignation	9	11	13	6	14
Joined Regulars	1*	0	3	0	0
Dismissal	0	1	0	0	0
Total	**10**	**13**	**16**	**6**	**14**

* joined another force

Police Staff					
Reason for leaving CoLP	**2012/13**	**2013 /14**	**2014/15**	**2015/16**	**2016/17**
Death in service	0	0	0	0	1
Dismissed	1	4	3	1	1
Medical Retirement	1	0	1	1	1
Retirement	11	5	3	6	3
Transfer	1	1	7	3	2
Resignation (incl end of contract)	43	42	52	42	37
(To join the Police Service, not CoLP)	1	6	0	0	2
Redundancy	-	-	-	-	6
Total	**58**	**58**	**66**	**53**	**53**

Recruitment

6. In the reporting period of 1 April 2016 – 31 March 2017 The City of London Police have run 80 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 117 police staff campaigns during the same period.

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

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

Police Officer recruitment

8. 38 Police Officers were recruited during the period, 7 of which joined the City of London Police on promotion, the 31 other officers joined as transferees at differing ranks and specialism's such as Firearms, 11 Special Constables were appointed during this period.

9. The vast majority of Police Officer recruitment campaigns are for the rank of Detective Constable, with the majority of requests coming from Economic Crime Directorate; this is closely followed by Crime Directorate due to them losing Detective Constables who have been selected to join Economic Crime.

Police Staff recruitment

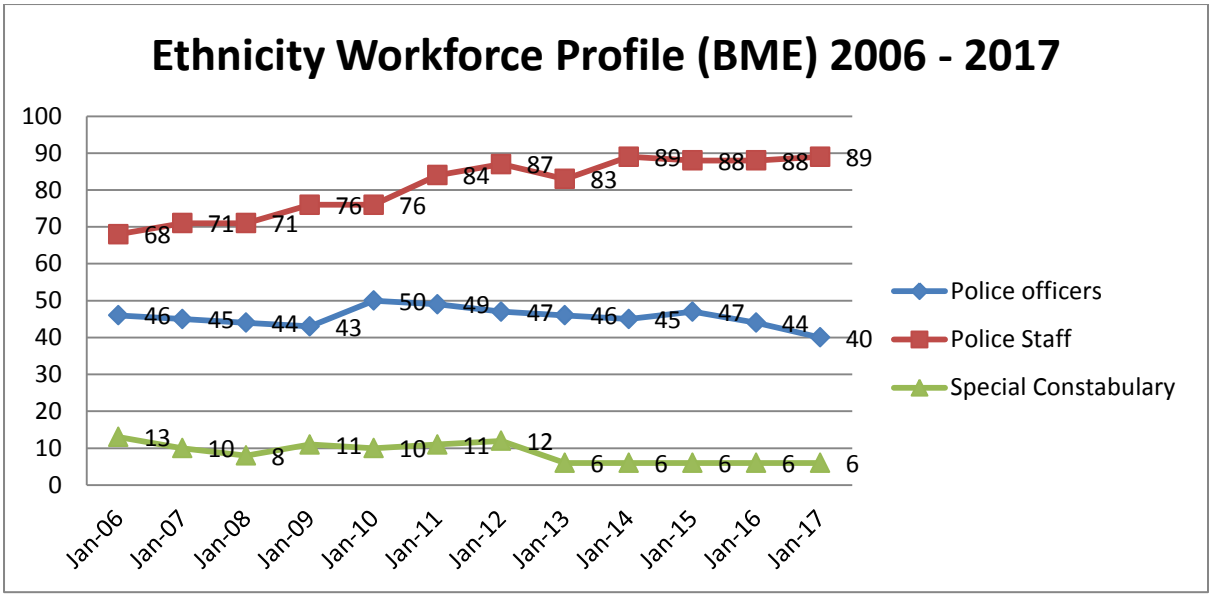
10. A total of 52 police staff have been appointed to substantive and fixed-term roles during the reporting period. In addition 2 volunteers have been recruited in this period.

11. The majority of Police Staff recruitment in this reporting period comes from Economic Crime Directorate and the Business Support Directorate. The majority of recruitment has been in the area of Researchers and Analysts, followed closely by the support services of Media and Communications, Human Resources and Finance.

Equality and inclusion

Ethnicity

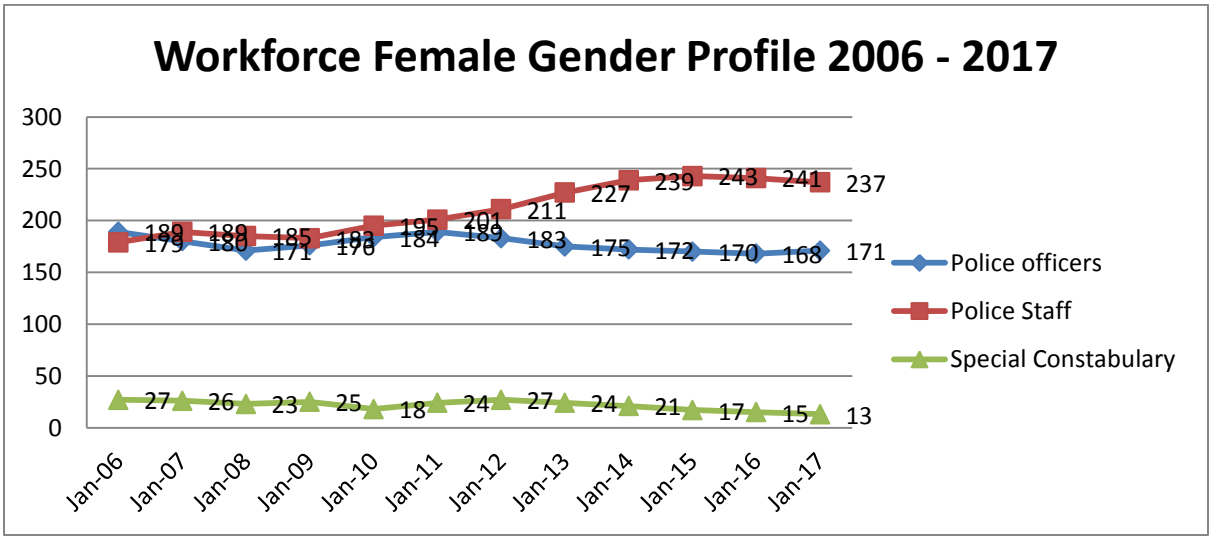
12. During the reporting period, as at the end of March 2017, there has been a slight decrease in the number of Black and Minority Ethnic (BME) Police Officer numbers. This has been due to a combination of retirements and transfers to other forces. The BME 2018 action plan endorsed by the college of 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. Additionally the force has an equality inclusion board which is looking at ways of promoting the force to the BME community to encourage increased representation.



Gender

13. During the last 5 years (2012 – 2017), the percentage of female Police Officers had started to decrease, however at the end of March 2017 the number of female police officers employed within the City of London had increased slightly, with the number now at 171 female officers and 13 female special constabulary officers. Again as part of 2016-2017 People Strategy a number of activities are being undertaken to improve female representation.

14. 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 end of staff fixed term contracts.



Disability

15. There are currently 27 Police Officers and 20 Police Staff who identify themselves as having a disability.

16. Currently 39 officers and 3 members 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 and 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

17. 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

18. The current age profile of the workforce ranges between 20 and 50+. There are 131 Police Staff aged over the age of 50 and 298 between the ages of 20 and 50 (Please note that these numbers are based on Head Count rather than FTE).

19. The age of Police Officers ranges between 21 and 50+, with 1 officer over the age of 60 years. Police Officers can retire once 30 years' service has been completed and the Force currently has 22 Officers who are eligible to retire immediately and a further 20 officers who could have retired by December 2016.

Religion and belief

20. Currently 20.8% of the total workforce (Police Officers and Police Staff) identify themselves as 'Christian'; 2.9% as 'Muslim'; 14.9% as 'another religion'; 39.3% as having no religious belief: 21.8% have chosen not to disclose their religion or belief.

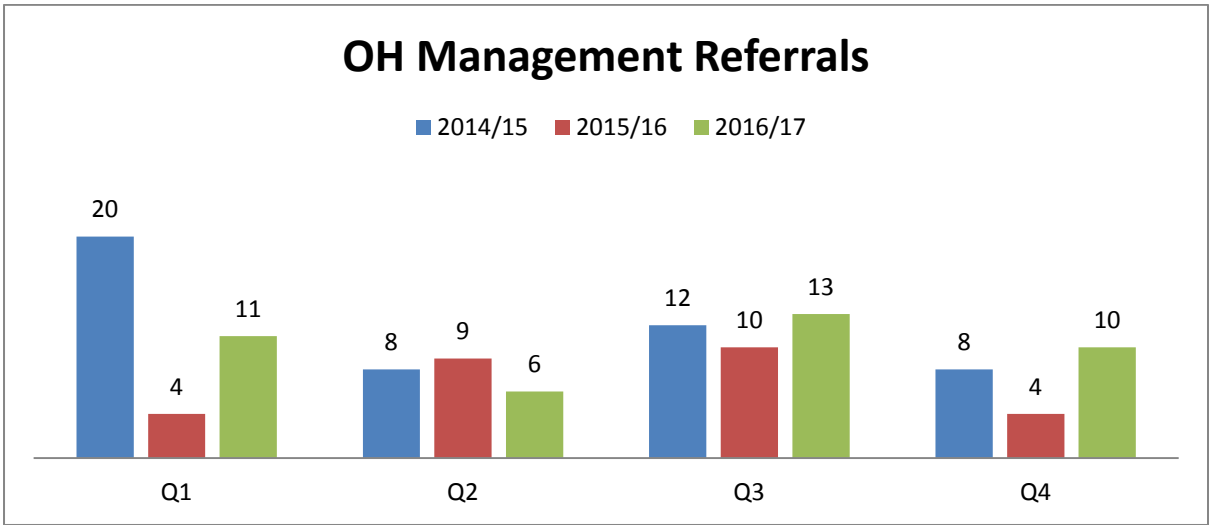
Sickness absence management

21. 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 working days lost for officers are 3.1 against a target of 6 and staff 2.5 against a target of 7, as at the end of March 2017. Both of these figures are in reduction compared to 2015/16. (Please note this is the average in the 12 month period).

22. Police Staff have also seen a decrease from 5.2 (2008/9) to 2.5 (March 2017)

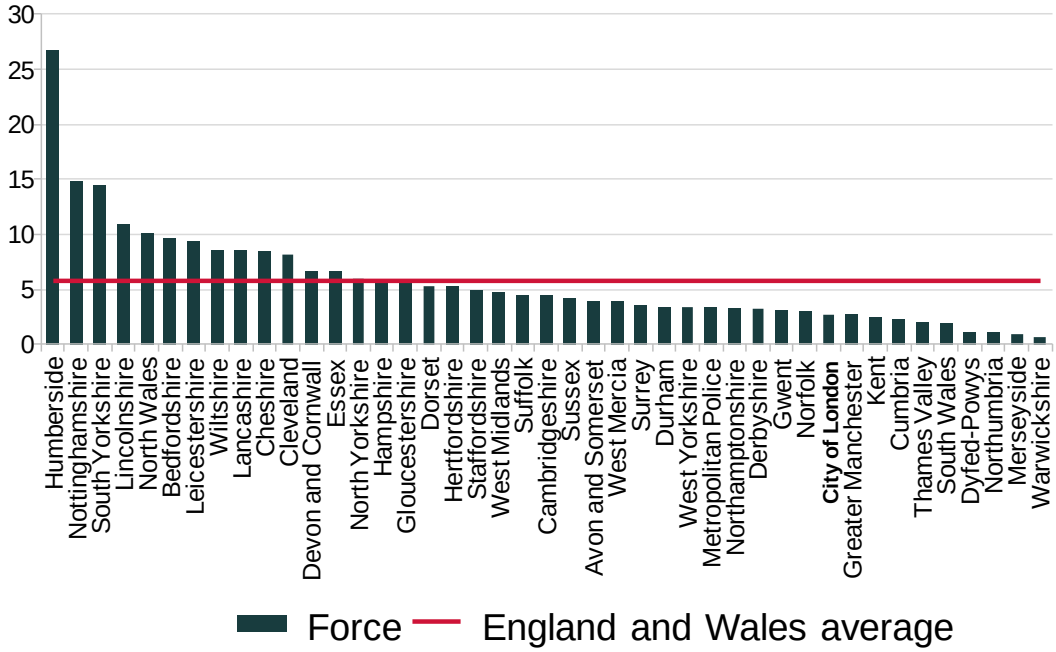
23. The reporting of Occupational Health referrals is quarterly reporting and therefore this has been reflected in the management information contained in this report. The overall number of referrals has remained fairly consistent in quarters 2 and 3 and 4. UPP is also now being used effectively to manage underperformance in sickness and capability for Police Officers and is closely monitored through regulation 28 meetings chaired by the Commander Operations.



Grievances and Employment Tribunals

24. During the reporting period a total of 13 grievances have been raised which consisted of 11 grievances from Police Staff and 2 grievances from Police Officers.

25. The City of London Police received four Employment Tribunal claims within the reporting period which relate to claims of sex discrimination and / or disability discrimination and which are ongoing, and two ET's involving CoLP officers with officers from a number of forces regarding age discrimination and equal pay as a result of the changes to the police pension's scheme. The chart below shows the number of grievances finalised per 1,000 workforce in police forces compared with the average for England and Wales, in the 12 months to 31st of March 2016. The number of grievances in the 12 month period ranged from 0.7 to 26.7 per 1,000 workforces, with England and Wales average of 5.7 grievances per 1,000 staff.



Source: HMIC Legitimacy data collection

Recommendations

26. Members are asked to note the report.

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Committee(s)	Dated:
Performance and Resources Sub (Police) Committee	30 May 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 February 2017.

Work is progressing on the 2016-17 planned internal audit work and it is anticipated that all audits will be completed to a minimum of draft report stage by 30th June 2017. There were seven full assurance audits included in the plan: five audits (CoLP Community Consultation; CoLP Policies and Procedures; the Economic Crime Academy; SKYNet Grants Audit Verification; and Governance Framework and Performance Measures) have all been completed to Final Report Stage. A further unplanned audit: Leavers - Salary Overpayment has been completed to draft report stage. The fieldwork is in progress for the remaining two planned audits: Police Budget Monitoring, and Income Streams and Income Generation, although completion of these has been delayed due to work undertaken on the unplanned audit mentioned above and, CoLP finance staff involvement in year end accounts.

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 were four planned corporate audits for 2016-17, and work on these audits has not resulted in recommendations that impact on the City Police.

The previous report made to the February 2017 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 May 2017.

Work has now begun on the Internal Audit Plan for 2017-18. There are eight full assurance audits planned for the financial year 2017-18. The fieldwork for two audits (CoLP Project Management and CoLP Seized Goods) is underway. The CoLP Project Management audit has been added to this year's plan since the plan was agreed by your Committee at the request of the Town Clerk.

Recommendation

Members are asked to:

- Note the report and provide any comments.

Main Report

Internal Audit Plan 2016-17

1. There were seven full assurance audits included in the plan: five audits (CoLP Community Consultation; CoLP Policies and Procedures; the Economic Crime Academy; SKYNet Grant Verification Audit; and Governance Framework and Performance Measures) have all been completed to Final Report Stage. The draft report for an unplanned audit of Leavers – Salary Overpayments has been issued recently. The fieldwork for the remaining two audits: Police Budget Monitoring; and Income Streams and Income Generation is in progress, but has been delayed due to work on the unplanned audit mentioned above and CoLP finance staff involvement in year-end accounts. Details of 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 were four planned corporate audits for 2016-17, work on these audits to has not resulted in recommendations that impact on the City Police.

SkyNet Grant Claim 2016-17 (Green Assurance) (5 Audit Man Days)

3. The SkyNet project aims to improve the understanding of e-crime in the payments sector in order to identify how the law enforcement approach needs to evolve and focus to have the greatest impact on this type of crime. This includes development of digital crime detection and investigation skills and new policing tactics. Once this insight has been achieved and skills gap addressed, intelligence opportunities will be identified to enable law enforcement to embed these skills and tactics through joint investigations with other EU law enforcement agencies.

4. The objective of this audit was:
   - To review and evaluate the adequacy of the Grant's financial management arrangements and to determine whether the submitted accounts are accurate, reliable and substantiated by adequate supporting documents.

   - To provide an assurance opinion to the Chamberlain to facilitate sign-off of the Assurance Statement.

5. Testing in respect of accuracy of the grant claim compared to transactions posted to CBIS General Ledger and sample testing of training invoices, subsistence claims and conference delegation proved generally satisfactory, with claims found to be in accordance with the Scheme. No recommendations were required as a result of this audit.

Governance Framework and Performance Measures (Amber Assurance) (15 Audit Man Days)

6. In order to meet strategic aims and ensure the delivery of services, it is essential that the Force has effective governance which is fit for purpose and provides effective communication between Force management and to the Police Committee and its sub-committees to enable scrutiny of activities.

7. The objectives of this high level audit were to ascertain whether:

   - There is a clear governance structure in place;
   - Terms of Reference for committees, sub-committee and boards have been prepared, approved and reviewed on a regular basis;
   - Arrangements are in place to ensure that senior management receive the information necessary to discharge their duties;
   - Arrangements are in place to ensure that the Police Committee receives all relevant information from the Force for sound decision-making.

8. For the purposes of this audit any reference to the City Corporation implies joint responsibility of the Police Force and the City of London, otherwise the City of London (CoL) and the Police Force are referred to separately where there is individual responsibility.

Governance Structure

9. Audit testing established that a documented governance structure is in place. A diagrammatic representation of the governance structure is included within the documented Force corporate framework. The diagram shows the complexity of the Police organisation and greatly assists towards clarifying the Police governance arrangements and interactions. The framework document is in draft format and should be formally approved.

Terms of References

10. Terms of Reference (ToR) were available for the sample of ten management groups (Committees and Boards) selected from the governance structure. Audit findings concluded that they contained the ‘expected’ ToR sections in line with good practice. However, there is some scope for improvement as some terms of reference require updating, have not been reviewed in accordance with timescales set out within the ToR, or require formal agreement and approval. For instance, the Senior Management Board ToR was last reviewed in May 2015 and has now exceeded the next revision date of January 2016.

Senior Management Team Arrangements

11. The Senior Management Board annual schedule of meetings for 2017 was found to be in place and the Board's ToR clearly outlines the purpose and the means for the rest of the force to submit papers to the board (for discussion/decision or for information). The ToR explicitly specifies that the Board meets to provide decisions on Force business.

Police Committee Arrangements

12. Audit testing included a review of the Police Committee minutes for the last quarter (October – December 2016) and established that the Police Committee is kept updated through the minutes provided by various sub committees/boards. Audit findings from the quarter inspected identified minutes provided by the Performance and Resource Sub Committee, Professional Standards and Integrity Sub Committee and the Corporate Projects Board.

13. It was noted that the Police Committee is informed of decisions taken under delegated authority or urgency powers in the minutes of the Police Committee. The minutes verified that a recent urgency decision had been taken in the September 2016 minutes and details of the urgency decision documented in the "Request for decision under urgency – standing Order 19."

14. Two Amber rated and one Green rated recommendations were made and the Commissioner agreed to implement these by 30th September 2017.

Internal Audit Recommendations Follow-up Exercise Update

15. 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 May 2017.

16. In accordance with the Chairman's request at the November 2016 meeting, the following table includes details of the current progress in implementing recommendations and the position concerning the planned implementation dates. The following information has been received from the City Police in respect of each recommendation shown as outstanding as at 23rd February 2017.

- Police Seized Goods (2013-14). The outstanding recommendation has been completed and the foreign currency has been banked. This is no longer reported on at PMG as considered to be completed. (This will be confirmed during the planned audit 2017-18 of seized goods).
- Police Defendants' Accounts (2015-16). The reconciliation process has been defined by head of finance. This review has been reported as completed at PMG and is no longer monitored. (This will be examined during the planned audit 2017-18 of Defendants' Bank Accounts).
- Telecoms PBX Fraud (2014-15). On-going: The PBX system is being reviewed in line with the ASC system, both telephony systems require work to upgrade and increase resilience. The AC met with Estates & Services and

PSD on the 19th April to define the plan for completing the work. The PBX functionality is ready to use but has not been activated due to decisions required about process ownership and how the system can be deployed as well as who owns the reports when completed and the correct process for taking any corrective action. (Progress will be monitored as part of the Internal Audit Corporate-Wide audit recommendation process during 2017-18).

- Supplies and Services, and Third Party Payments (2014-15). Completed but remaining open for monitoring implementation: The Force strategy to procure uniform is to implement the National Uniform/Managed Service (NUMs).. However, this action will continue to be reported to the Sub Committee as the implementation of the NUMs has not yet taken place nationally. CoLP now has a regular conference call weekly with the supplier. This is a positive and also includes CoL procurement .

  CoLP is still reliant on the offer and timeframe of the national roll out for NUM's. A detailed update and timeframe was presented to the Police Committee on the 18th May.

  (Progress will be monitored as part of the Internal Audit Corporate-Wide audit recommendation process during 2017-18).

Table 1: Recommendations as at 5th May 2017

Audit	Recommendation	Rating	Implementation Status
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	Completed
Police Defendants' Bank Accounts (2013-14)	The Head of Finance should perform a quarterly reconciliation of the suspense account (Defendants Bank A/C).	Amber	Completed
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	Amber	On-going

	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.		
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	Completed

Internal Audit Planned Work 2017-18

17. Work has now begun on the Internal Audit Plan for 2017-18. There are eight full assurance audits planned for the financial year 2017-18. The fieldwork for two audits (CoLP Project Management and CoLP Seized Goods) is underway. The CoLP Project Management audit has been added to this year’s plan since the plan was agreed by your sub-committee at the request of the Town Clerk. Details of all these audits and progress against the 2017-18 Internal Audit Plan is contained in Appendix 2.

Conclusions

18. The 2016-17 Internal Audit plan is scheduled for completion to draft report stage for remaining audits by 31st May 2017.

19. Following on from the previously reported audit recommendation implementation follow-up exercise, three recommendations have been implemented (One RED and two AMBER rated recommendations). One AMBER rated recommendation as a result of the Telecoms PBX Fraud audit (2014-15) is on-going. Implementation and progress for all four recommendations will be examined by audit during 2017-18.

20. Work has now started on the 2017-18 Internal Audit plan, an additional audit of CoLP Project Management is underway.

Appendices

- Appendix 1 - Schedule of Internal Audit Planned Work 2016-17
- Appendix 2 - Schedule of Internal Audit Planned Work 2017-18

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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 May 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	31st March 2017 (Actual)	Final Report	Green	0	0	0
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 April 2017 (Actual)	Final Report	Amber	0	2	1
Income Streams and Generation The Force's approach to increasing sources of income and new streams will be examined.	20	31st May 2017	Fieldwork				

Appendix 2

City Police - Schedule of Internal Audit Projects 2017-18

Full Reviews				**Recommendations**			
Project	**Planned Days**	**Planned Completion Date**	**Current Stage**	**Total Red**	**Total Amber**	**Total Green**	**Total**
Project Management This review has been requested by the Town Clerk and will assess compliance with the City's project approval gateway process.	15	30th June 2017	Fieldwork				
Action Fraud Procurement Process This audit will examine the procurement process for the team and contract monitoring arrangements	10	31st December 2017	Not Started				
Demand Policing and Event Resourcing The purpose of this audit is to examine the budget setting and monitoring arrangements for ad-hoc non-core policing activities.	5	31st September 2017	Not Started				
Police Business Continuity Planning The audit will focus on the arrangements in place to review, revise and test the CoLP Business Continuity plan.	10	31st December 2017	Not Started				

Full Reviews				**Recommendations**			
Project	**Planned Days**	**Planned Completion Date**	**Current Stage**	**Total Red**	**Total Amber**	**Total Green**	**Total**
Police Bank Accounts (Defendant's Funds An audit exercise to ascertain the adequacy of controls over the management of defendants funds.	15	31st July 2017	Planning				
Police Seized Goods An audit exercise to ascertain the adequacy of controls over the recording and secure storage of seized goods.	15	30th June 2017	Fieldwork				
IT Network Security The audit will focus on the integrity of the IT network security arrangements.	10	30th September 2017	Not Started				
IT Technology Refresh Project This audit will determine the adequacy of governance of the IT Refresh Project and consider adherence to timescales and the delivery of milestones.	10	30th September 2017	Not Started				

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