



Performance and Resource Management Sub (Police) Committee

Date: WEDNESDAY, 26 FEBRUARY 2014

Time: 11.30 am

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

Members: Deputy Douglas Barrow (Chairman)
Alderman Alison Gowman
Deputy Keith Knowles
Alderman Ian Luder
Kenneth Ludlam
Don Randall

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Lunch will be served in the Guildhall Club at 1pm

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**
2. **DECLARATIONS BY MEMBERS OF PERSONAL OR PREJUDICIAL INTERESTS IN RESPECT OF ITEMS TO BE CONSIDERED AT THIS MEETING**
3. **A) TO RECEIVE THE INQUORATE NOTE AND SUMMARY OF THE MEETING HELD ON THE 16 NOVEMBER 2013.**

For Information
(Pages 1 - 8)
- B) TO AGREE THE PUBLIC MINUTES AND SUMMARY OF THE MEETING HELD ON 9 SEPTEMBER 2013.**

For Decision
(Pages 9 - 12)
4. **OUTSTANDING REFERENCES**

To receive a report of the Town Clerk.

For Information
(Pages 13 - 14)
5. **CITY OF LONDON POLICE-HEALTH AND SAFETY MANAGEMENT PERFORMANCE UPDATE**

To receive a report of the Commissioner of Police.

For Information
(Pages 15 - 28)
6. **INTERNAL AUDIT UPDATE REPORT**

To receive a report of the Chamberlain

For Information
(Pages 29 - 44)
7. **HMIC SCHEDULE 2014-15**

To receive a report of the Commissioner of Police.

For Information
(Pages 45 - 64)
8. **HMIC STOP AND SEARCH INSPECTION UPDATE**

To receive a report of the Commissioner of Police.

For Information
(Pages 65 - 70)

9. **VICTIM SATISFACTION**
To receive a report of the Commissioner of Police.
For Information
(Pages 71 - 76)
10. **VALUE FOR MONEY (VFM) UPDATE**
To receive a report of the Commissioner of Police.
For Information
(Pages 77 - 80)
11. **THIRD QUARTER PERFORMANCE AGAINST TARGETS IN THE POLICING PLAN 2013-16**
To receive a report of the Commissioner of Police.
For Information
(Pages 81 - 86)
12. **POLICING PLAN MEASURES 2014-15**
To receive a report of the Commissioner of Police.
For Decision
(Pages 87 - 120)
13. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
14. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
15. **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

16. **NON-PUBLIC MINUTES**
To agree the non-public minutes of the meeting held on 9 September 2013.
For Decision
(Pages 121 - 122)
17. **THIRD QUARTER PERFORMANCE AGAINST TARGETS IN THE POLICING PLAN 2013-16 APPENDIX**
For Information
(Pages 123 - 166)

18. **THE NATURE OF VIOLENT CRIME IN THE CITY OF LONDON**

To receive a report of the Commissioner of Police.

For Information
(Pages 167 - 182)

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

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

NOTE OF THE INQUORATE MEETING OF THE PERFORMANCE AND RESOURCE MANAGEMENT SUB (POLICE) COMMITTEE

held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Friday, 15 November
2013 at 11.30 am

Present

Members:

Deputy Douglas Barrow (Chairman)
Kenneth Ludlam (co-opted Member)

Officers:

Neil Davies	- Town Clerk's Department
Alex Orme	- Town Clerk's Department
Xanthe Couture	- Town Clerk's Department
James Goodsell	- Town Clerk's Department
Suzanne Jones	- Chamberlain's Department
Paul Nagle	- Chamberlain's Department

City of London Police

Ian Dyson	- Assistant Commissioner
Eric Nisbett	- Director of Corporate Services
Hayley Williams	- Chief of Staff

1. APOLOGIES

Apologies for absence were received from Alderman Alison Gowman, Deputy Keith Knowles, Alderman Ian Luder and Don Randall (external Member).

The Town Clerk advised the Sub-Committee that the meeting was inquorate and therefore any decisions would have to be rectified at the next quorate meeting of the Sub-Committee.

2. DECLARATIONS BY MEMBERS OF PERSONAL OR PREJUDICIAL INTERESTS IN RESPECT OF ITEMS TO BE CONSIDERED AT THIS MEETING

There were no declarations of interest.

3. MINUTES

The public minutes and summary of the meeting held 9th September 2013 were approved, subject to ratification at the next quorate meeting of the Sub-Committee.

The Town Clerk undertook to include an outstanding reference list of actions discussed and to be taken that would be included in future Sub-Committee agendas.

Matters Arising

Value for Money Benchmarking Report

Those present suggested that this report should be received at the next meeting of the Sub-Committee.

The Assistant Commissioner informed Members that following discussion with the Commissioner, consultation on this report would occur with the Chamberlain and the Town Clerk. He suggested as part of this report, an external body could be employed to provide an audit and scrutiny function to the Force to ensure sufficient rigour and scrutiny was underway. It was noted that HMIC Value for Money profiles were not helpful in this area due to the size and nature of the Force.

The Chairman remarked that it was important that the Sub-Committee was able to demonstrate progress in this area.

4. SECOND QUARTER PERFORMANCE AGAINST TARGETS IN THE POLICING PLAN 2013-16

The Sub-Committee received a report that summarised the performance against Policing Plan targets for the second quarter of the 2013-14 financial year. 28 of the targets were on track to be met (green), three were graded as amber and one had been graded red.

Target 1.3.1.b - deliver on-going organisational improvements and development relating to public order deployments (complaints)

The Assistant Commissioner noted that debriefs had been undertaken and the amber target was now on track to be met for the next quarter.

Target 1.4.1a – reduce levels of victim-based crime compared to 2012-13

The Chairman noted that victim-based crime figures had increased quite considerably and queried if resources were being allocated sufficiently. The Assistant Commissioner replied that they were, and was a main area of focus. The Force was addressing any victim based crime patterns, such as those that related to the night time economy or certain areas of the City.

The Assistant Commissioner commented that a report would be brought to the next meeting of the Sub-Committee on the detail of the nature of violent crime in the City of London and the impact of the tactics in place to address this.

It was noted that it was not always possible to compare victim based crime rates with other areas of London, due to the large differences in scale but that any relevant intelligence was always shared.

The Chairman queried the rate of domestic burglary, which had increased since last year, and the Assistant Commissioner undertook to see if there were any trends related to the increase.

Target 1.7.1b – to ensure at least 90% of victims of crime are satisfied with the service provided by the police.

It was explained that this would continue to be a difficult target to meet but due diligence procedures would contribute to the target improving for the next quarter. If it could not be reached, the target would be adjusted.

To assist in improving this target's performance, a report outlining the processes of the victims of crime survey and action plan in place to address this would be brought to the next meeting of the Sub-Committee. The Assistant Commissioner added that the officer requirements when dealing with victims of crime were now being tracked through the Force's Performance Management Group.

It was noted that the Force had now received the Q2 results for the fraud victims survey results, and other targets related to survey feedback, , due to a conflict between the meeting dates and publication of the latest survey results, these had not been available at time of going to print. The Town Clerk would liaise with the Police on this matter. It was noted that 92.6% of those reporting antisocial behaviour were satisfied with the service provided by the Police (1.6.1a), and 90.8% of the City's Street population surveyed considered the City police to be doing a good or excellent job (1.7.1a).

The Chairman commended the Force on its work with the Romanian authorities to tackle criminality impacting on the UK Payments sector. The Assistant Commissioner undertook to check with the Force's Corporate Communications if they were sighted on the media communications the Metropolitan Police were conducting in this area.

5. HMIC STOP AND SEARCH INSPECTION

Those present received a report of the Commissioner of Police, which updated Members on the draft action plan to address both the national recommendations and observations resulting from the HMIC Stop and Search Inspection.

It was suggested that the Independent Advisory Group should also receive the statistical data that was being supplied to the Performance Management Group on a quarterly basis.

A Scrutiny Group of the Force's Stop and Search action plan had also been developed and would meet on 6th December 2013, the first meeting of the group had been delayed owing to the need to obtain the views of young people and the difficulties experienced in getting willing participants from this group. Details of this meeting would be sent to relevant Members.

6. HMIC INSPECTION (UPDATE)

Members considered a report of the Commissioner of Police on the progress of the CoLP in response to HMIC inspection reports. Two actions remained outstanding in relation to custody inspection recommendations, that were reliant upon the progress associated with the National Health Service Custody

Healthcare Service. Two further actions remained outstanding that related to software solutions for auditing / monitoring integrity.

The Assistant Commissioner advised that there were plans to upgrade the Force's IT systems and he added that the Force did not currently have the IT capacity and capability to effectively monitor and audit all of its information systems, but this was currently being completed manually within PSD as stated in the plan. However, progress was being made to identify and install appropriate software. The Assistant Commissioner advised that these actions were standing items and would be revisited and assessed at the next meeting, in light of the anticipated completion date of April 2014.

7. HUMAN RESOURCES - MONITORING INFORMATION APRIL 2013 - SEPTEMBER 2013

Those present considered a report of the Commissioner of Police, which outlined the Force's Human Resources monitoring data for the six month period from 1 April 2013 to 30 September 2013.

Members and officers discussed the Force's efforts to increase recruitment of BME police officers, including planned activities next year, which would target those groups currently under represented. The Chairman requested that in future, and it was agreed that in future reports the number of black, Asian and minority ethnic (BAME) and females in senior posts would be presented in more detail.

The Chairman noted there had been a decline in Specials and the Assistant Commissioner advised that Special Constabulary recruitment would be included with normal recruitment and would help increase the number of special constables in the future.

Members were advised that 55 recruitment campaigns had been completed. The Force conducted both internal and external recruitment, as well as specialist agency recruitment.

It was noted that staff numbers presented in the Work Force Management table did not include agency staff but would do in the future. The information relating to individuals leaving the Force would also include more year on year data in the future to ensure trends could be analysed.

In respect of departmental sickness absence management, it would also be analysed to include a breakdown by directorate and the Force was developing plans to improve management of cases of long term sickness.

The Chairman asked for some comparison data in future iterations of the report regarding working days lost. Members discussed that the rest of City Corporation could be used as a comparator and ideally, show a comparison with government as a body, and possibly some private sector comparisons. It could also be useful to have trend information on a Directorate basis going forward.

The proportion of females staff against the total workforce, which had remained over 50 percent, would be circulated for information as requested.

8. INTERNAL AUDIT UPDATE REPORT

The Sub-Committee received a six monthly update on internal audit reviews undertaken between April and October 2013, as well as further information on the progress being made in the completion of the Internal Audit Plan.

The Chairman expressed concern that only 13 days had been completed in the last period, and 32 had been completed in this period. The Chamberlain advised that she was satisfied there were sufficient resources to complete internal audit activities going forward, this included temporary resources which had been allocated.

The Chairman also expressed concern that internal audit activities had been affected by sickness absence and hoped that there were now systems in place to prevent future recurrences.

The Chamberlain noted that information on the Fleet Management Strategy had not been included in this report which specified that discussions between the Police Director of Resources and internal audit had resulted in this review being deferred due to the Force examining a revised Fleet Management Strategy.

Members and officers discussed that the number of monitoring audit days would increase for 2013-14 to reach 125 internal audit days. The Chamberlain provided reassurance to the Sub-Committee that 125 monitoring audit days would be completed for 2013-14.

The Chamberlain added that there were other audit monitoring areas undertaken by the City of London Corporation with regards to Force activities. In the future, these would be included in internal audit reports to the Sub-Committee.

9. AUDIT FRAMEWORK INSPECTION REPORT

Members considered a report of the Chamberlain which updated Members on the interim work undertaken by HMIC and Internal Audit for the five year period 2008/09 to 2012/13.

The Chairman commented that the HMIC risk register reports were very detailed, but lacked the analysis provided by the Chamberlain's internal audit processes, which were very valuable. Members and officers discussed the overlap in audit activities which due to those areas where Members had asked for further monitoring information. The Chamberlain added that they were working with the Assistant Commissioner to add further value to the Force audit process.

10. CITY OF LONDON POLICE: RISK REGISTER UPDATE

In response to a Member query regarding the matrix, the Assistant Commissioner stated he was grateful for the insight provided by the Chairman on this report, which provided an update on the Force's Statistic Risk Register.

The Assistant Commissioner advised that he would engage with Chamberlain to improve the analysis of information and to highlight increases and decreases to risk.

Members and officers discussed Strategic Risks related to IT (SR 13, SR 14, SR 15) and commented the Force had lacked a strategy since the East Coast Information Systems (ECIS) had not progressed, but that one was now being developed. It was noted that a post ECIS Strategy would be included in the IT strategy report to Police Committee.

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

There were no questions.

12. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no urgent items of business.

13. EXCLUSION OF THE PUBLIC

14. NON-PUBLIC MINUTES

The non-public minutes of meeting held 9th September 2013 were approved, subject to their ratification by a quorate meeting of the Sub-Committee.

15. APPENDIX TO ITEM 4 - SECOND QUARTER PERFORMANCE AGAINST TARGETS IN THE POLICING PLAN 2013-16

The Sub-Committee considered the non-public appendix as part of the Second Quarter Performance against the Targets in the Policing Plan.

16. MEDIUM TERM FINANCIAL PLAN

The Assistant Commissioner and Chairman discussed that the Medium Term Financial Plan would now be received at the next meeting of the Police Committee, 6th December 2013.

17. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

There were no 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 were no urgent items of business.

The meeting ended at 12.59 pm

Chairman

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PERFORMANCE AND RESOURCE MANAGEMENT SUB (POLICE) COMMITTEE Monday, 9 September 2013

Minutes of the meeting of the Performance and Resource Management Sub (Police) Committee held at Aldermen's Dining Room - 4th Floor West Wing on Monday, 9 September 2013 at 11.30 am

Present

Members:

Alderman Alison Gowman
Deputy Keith Knowles
Kenneth Ludlam

In attendance: Deputy Pollard (in the Chair)

Officers:

Alex Orme	- Town Clerk's Department
Xanthe Couture	- Town Clerk's Department
James Goodsell	- Town Clerk's Department
John Galvin	- Town Clerk's Department
Suzanne Jones	- Chamberlain's Department

City of London Police

Ian Dyson	- Assistant Commissioner
Hayley Williams	- Chief of Staff

1. APOLOGIES

Apologies were received from the Chairman Deputy Barrow and Alderman Ian Luder. Deputy Pollard would be acting as Chairman in Deputy Barrow's absence.

2. MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS TO BE CONSIDERED AT THIS MEETING

There were no declarations of interest.

3. PUBLIC MINUTES

RESOLVED – That the minutes of the last meeting held on 30 May 2013 be approved as an accurate record.

Matters Arising

Dedicated Ring of Steel Patrols

An email had been sent to Members regarding the Ring of Steel patrols outlining their status as a City of London Corporation responsibility. The Chairman queried as to the frequency of maintenance of the checkpoint at the Northern Gate of the City to which the Town Clerk's Department undertook to investigate the situation.

Members queried as to Force visibility at the start and the end of the day, to which the Assistant Commissioner advised that the number of 15 to 20 officers was a good estimate although this figure did not take into account officers indirectly involved in patrol.

999 Call Response Rate

A Member queried as whether further work had been undertaken to analyse the call response time between the MET switchboard and the Force to improve response times. The Assistant Commissioner advised that Members might want to consider looking at the response rate target as part of the Policing Plan workshops in October and November 2013.

Item 5 – Human Resources – Monitoring Information (April 2012 to March 2013)

A Member advised she met with the Force's HR department and the matter of making the workforce more representative of the community was being addressed for the future recruitment practises.

Item 7 – Internal Audit Update Report

The Chairman raised concerns that internal audit had not presented the agreed report to the Sub Committee and sought assurance from Chamberlain's that it would be presented to the next Sub Committee.

The Chamberlain advised they had discussed the internal audit programme with the Assistant Commissioner and assured Members that internal audit would deliver its audit days in 2013-14. However they will be looking at reviewing their programme for 2014/15.

4. FIRST QUARTER PERFORMANCE AGAINST THE TARGETS IN THE POLICING PLAN

The Committee received a report of the Commissioner of Police which summarised the performance of the Force against the Policing Plan 2013-16 for the first quarter of the 2013-14 financial year. It was noted of the twenty-eight targets, twenty-two were on track to be met, five required additional work and one had no data available at the time of writing.

In response to a query from the Chairman, it was noted that the performance indicators, which contained specific and sensitive details of target progress were listed in the non-public section of the meeting to ensure Members received a complete summary of target progress. It was noted these figures were based on first quarter performance up to the end of June 2013.

Members and Officers discussed the nature of targets and if they could be improved upon. The Assistant Commissioner advised that target selection was done to ensure they could be resourced and measurable. It was noted that target setting would also be discussed at the upcoming Police Committee workshops.

The Chairman congratulated the Force on their success in areas where targets were being met.

5. INTERNAL REVIEW OF DATA QUALITY

The Committee received a report of the Commissioner of Police which highlighted the work of the Force in conducting an internal review of Data Quality within the Command & Control and the Crime Management Unit.

The Assistant Commissioner advised that this review had been done in advance of a formal inspection of Data Quality that would be carried out by the HMIC. The internal review had shown the Force was in a good position. A Member highlighted that concerns around road safety and traffic data were being resolved.

6. HMIC VALUING THE POLICE 3 INSPECTION OUTCOME

The Committee received a report of the Commissioner of Police which provided a summary of the main findings of two HMIC reports following the recent "Valuing the Police 3 Inspection".

The Assistant Commissioner advised that the Force had undertaken a good response to change arising from austerity measures. The Force had reduced its officer numbers which now were in line with the national average. The re-classification of some support posts would improve the position of the Force in national comparisons.

The City of London Corporation had signed a contract with Agilysys which the Force could utilise for non-police specific IT functions. As the East Coast Information Services contract would not move forward, Athena was now being considered as a police specific IT provider.

7. HMIC RECOMMENDATIONS 2012/2013- UPDATE

The Committee received a report of the Commissioner of Police which updated Members on the response of the Force to HMIC inspection reports for the financial year 2012/13.

The Assistant Commissioner noted that all actions had been achieved related to Anti-Social Behaviour Inspection. Two remaining actions remained outstanding under Custody Inspection as well as two remaining actions in regards to Integrity Inspection.

Members were advised that the NHS Custody Healthcare Commissioning Project, as part of the HMIC custody recommendations, would be reported on by the stated dates of November and December 2013.

The Assistant Commissioner advised that the Force did possess an adequate IT audit capability within the anti-corruption unit and was confident that by the stated completion date, the Force would have the appropriate capacity and capability to monitor and audit all of its information systems.

8. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

Questions were raised as follows –

A Member asked for clarification on the national target of 12 minutes response time to 999 calls, to which the Assistant Commissioner replied the call time began when the call was answered to when an officer was on the scene. The minute target was under consideration for next year's Policing Plan targets.

9. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

The Assistant Commissioner advised Members that the Deputy Chairman of the Police Committee had an open invitation to attend internal performance management meetings.

10. 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 1 of Schedule 12A of the Local Government Act.

Item	Paragraph
11	7

11. NON-PUBLIC APPENDIX - FIRST QUARTER PERFORMANCE AGAINST THE TARGETS IN THE POLICING PLAN

The Committee received the non-public appendix as part of the First Quarter Performance against the Targets in the Policing Plan.

12. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

There were no questions.

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

There were no items of urgent business.

The meeting ended at 12.48 pm

Chairman

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Agenda Item 4

PERFORMANCE AND RESOURCE MANAGEMENT SUB (POLICE) COMMITTEE 26 FEBRUARY 2014

OUTSTANDING REFERENCES

Meeting Date & Reference	Action	Owner	Status
15/11/2013	Value for Money Benchmarking Report	Assistant Commissioner of Police	Completed <i>Performance Resource Management Sub Committee, 26 February 2014</i>
Item 4- Target 1.7.1b 15/11/2013	Victims of Crime survey – Force to provide a separate report and update on the action plan in place to address this target.	Assistant Commissioner of Police	Completed <i>Performance Resource Management Sub Committee, 26 February 2014</i>
Item 4 15/11/2013	Domestic burglary update	Assistant Commissioner of Police	In progress <i>Verbal update at Performance Resource Management Sub Committee, 26 February 2014</i>
Item 4- Target 1.4.1a 15/11/2013	Force to provide a report on the detail of the nature of violent crime in the City of London and the impact of the tactics in place to address this.	Assistant Commissioner of Police	Completed <i>Performance Resource Management Sub Committee, 26 February 2014</i>
Item 10 15/11/2013	Re: SR14- IT Business Continuity- Report on the post - ECIS strategy to be included in IT strategy report to Police Committee.	Commissioner of Police	Completed <i>Police Committee, 17 January 2014</i>

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Agenda Item 5

Committee:	Date:
Police: Performance and Resource Management Sub Committee	26 th February 2014
Subject: City of London Police- Health and Safety Management Performance Update	Public
Report of: Commissioner of Police Pol 07/14	For Information

Summary

This interim report advises Members of progress made in developing and applying Health and Safety policy throughout the Force since the previous report submitted to your Grand Committee in September 2013 (Pol 44/13 refers). Progress is considered under the headings of, Health & Safety Policy and Organisation; The three-year Strategic Plan; Risk management; Managing performance and audit.

The Commissioner is responsible for Force Health and Safety. The delivery of Health and Safety has been delegated to the Director of Corporate Services as Force Lead. All Directorates have integrated Health and Safety (H&S) into their management structures and systems.

The Force continues to work towards delivering its current three year strategic Health and Safety Plan 2011-14 which comprises 42 actions. The plan shows the position at the end of August 2013 (as previously reported to Committee) and an update as at mid-January 2014 - Appendix 1. The emphasis of the current three year plan is on the monitoring and review of the Directorate and Force management in this area.

The performance report submitted to the September meeting, advised that of the 42 actions the RAG status was 3 (red); 13 (amber) 25 (green) and 1 white. This report advises on the improvements in performance with the current position for the 42 actions now recorded as being; nil (red); 4 (amber) and 38 (green).

A key indicator in Health and Safety performance is how organisations manage their risks. Significant progress has been made in bringing the Force's Health and Safety review of top risks, Top X, up-to-date. The results have been forwarded to the Town Clerk for inclusion in the Corporation's Top X. In addition a quarterly review of the Force Top X actions will be monitored by the Force Health and Safety Committee and the Force Risk Assurance Group for escalation of any significant risks.

The introduction of formal review and monitoring of CoLP's Top X by 2 of the Force's strategic committees (Risk Assurance Group and Force Health and Safety Committee) demonstrates senior management's commitment to continual

improvement in the way it manages Health and Safety.

Monitoring of the City of London Police (CoLP) Health and Safety management is through the completion of the Annual Certificate of Assurance (ACA) which identifies the top level strengths and weaknesses in the Health and Safety management systems. The findings are used in the planning for Health and Safety management for the forthcoming year.

The Annual Certificate of Assurance (ACA) was presented to CoLP's Senior Management Board (SMB) in December where it was approved and signed off by the Commissioner. The ACA has been forwarded to the Town Clerk to provide assurance that CoLP has a Health and Safety management system and assurance process in place.

Work to raise the profile of Health and Safety and to incorporate and integrate it into other Force-wide groups is on-going.

Recommendation

It is recommended that Members note the contents of this report.

Main Report

Background

1. The City of London Police (CoLP) annually submits a report to your Committee detailing progress made in applying Health and Safety policy and practice, and advises Members of any developments during the year. This report is an interim report to update Members of the progress that has been made since the last report considered in September 2013. The review period of this report covers the period 1st September to 31st December 2013. However, for information purposes some details of current performance are given so that progress against the Force Action Plan can be monitored.

Current Position

Health and Safety Policy and Organisation

2. The CoLP Health and Safety Policy and associated Standard Operating Procedures provide a framework for promoting continuous improvement in the management of Health and Safety.
3. The Commissioner is ultimately responsible for Force Health and Safety performance. He has appointed the Director of Corporate Services (DoCS) as

the chief lead officer for Health and Safety and it is DoCS who chairs the Force Health and Safety Committee. The Heads of Directorates are responsible for the effective management of Health and Safety within their own business areas, and are assisted in this key role by Safety Coordinators, supported by the Head of Health and Safety.

4. All Directorates have integrated Health and Safety as part of their management systems and all Directorates have developed a dedicated intranet site for Directorate Health and Safety information on their own pages. This demonstrates their commitment to Health and Safety and provides a dedicated channel for communication of Directorate specific Health and Safety matters to staff.
5. As reported in September Corporate Services and Uniformed Policing Directorate health and safety pages were under development. Both these Directorates have now established websites that include health and safety pages.
6. As part of City First remodelling and changes within HR Services, the Health, Safety and Welfare Team has been reorganised. Since the beginning of 2014 the Welfare Team now forms part of the Occupational Health Shared Service with the City of London. As part of this reorganisation, and in order to maintain its commitment to Health & Safety, a full time dedicate Health and Safety post has been created and is, at the time of writing this report, out to recruitment.

Three Year Strategic Health & Safety Plan 2011-14

7. The Force three-year Strategic Health and Safety Plan commenced in October 2011 and concentrates on monitoring and review for continuous improvement. There are 42 actions within the plan to be reviewed in order to achieve improvement.
8. A review of the Force Action Plan against that submitted in September shows significant improvement in its overall monitoring and review of progress.
9. Appendix 1 –Health & Safety Action Plan Review – January 2014 provides a comparison of the current position for actions against the position as at August 2013 and provides information on the progress for each specific action.
10. Exploratory work to improve the way accident and near miss data is collected and recorded progresses. The Force Health and Safety Committee agreed that the Duty Management System (DMS) should be investigated as a possible solution.

Risk Management

11. 'Top X' is the process of identifying significant health and safety risks within the Force and highlighting these risks to senior management so that action plans can be put in place to mitigate the risks. It is also a requirement of the Corporation's business planning process.

12. All Directorates complete a 'Top Risks' (Top X) review every October which forms the basis of a composite Force report submitted to the Town Clerk. It is the responsibility of each Directorate to ensure that these are reviewed and updated as required.
13. The Force Top X was submitted to the Town Clerk at the beginning of December 2013. In addition, a Top X Action Plan has been compiled and this will be monitored quarterly by the Force's Health and Safety Committee.
14. The risks identified on the Top X register are a key indicator of the work that is being undertaken to draw up a Health and Safety assurance schedule.
15. The top risks identified fall into 3 distinct areas; property/building management related, Operational Policing Risks and Force-wide risks to all employees along with some other groups such as contractors and detainees in our custody.
16. Before submission to the Town Clerk the Top X report was presented to the Force's Risk Assurance Group. Having reviewed the Top X the Force Risk Assurance Group is considering escalating the Management of Fire Safety on to the Force Risk Register. This is pending a review of progress at the next Risk Assurance Group meeting in February. Since Top X was presented to the Force Risk Assurance Group and the Town Clerk some of the actions identified have already been completed, or are in the process of being completed such as a Fire Marshal training course which will take place in February.
17. Management of the actions needed to reduce the top risks has been compiled into an action plan. Progress against the action plan will be monitored quarterly through the Force Health and Safety Committee and also by the Risk Assurance Group. Any new significant risks will be considered and added to Top X if necessary. A number of actions identified in respect of Fire Safety have already been undertaken and updated in plan.
18. In 2011 the top risk identified was radio reception failure around Liverpool Street Station. Following immediate changes to operational practices put in place to mitigate identified risks, in September 2013 improvement work was carried out at the AirWave site at Liverpool Street to effect a permanent solution. This work was completed in October. Airwave was left on Top X for monitoring purposes whilst the work was being undertaken. It is no longer considered a top risk for the Force and therefore, has been removed from the Top X register.

Managing Performance and Audit

19. Completion of the Annual Certificate of Assurance demonstrates the Force's commitment to Health and Safety. It is a top level review of our Health and Safety management systems and its completion helps identify Force-wide

strengths and weaknesses, which, in turn, contribute to Health and Safety business planning for the forthcoming year.

20. The current Annual Certificate of Assurance has been completed and was presented to the Force's SMB in December which recommended that The Commissioner sign the Certificate. Following approval and sign-off, the Annual Certificate of Assurance was forwarded to the Town Clerk's department at the beginning of January 2014.
21. Areas for improvement identified for the coming year include a review of health and safety policy and guidance documents, training review and improvements to the accident and incident reporting system. These actions have been included in the Force Health and Safety Action Plan.
22. Some gaps in the management of fire safety, such as the need for more fire marshals, has been identified and work is being undertaken to mitigate the identified risks.
23. The Force is able to demonstrate that it monitors its Health and Safety performance and satisfies legal requirements. Regular Health and Safety meetings are held at Directorate level. Furthermore, Health and Safety is a standing agenda item at Directorate Senior Management Team (SMT) meetings. A number of strategic Force meetings also consider Health & Safety performance and requirements in addition to the central Force Health & Safety Committee including Performance Management Group (PMG), Risk Assurance Group and going forward the Force Business Continuity Group.
24. Monitoring of performance at Health and Safety meetings includes formal review of the Force and / or Directorate Health and Safety Action Plans, accident and incident statistics and risks to both current and future work and operations and legislative changes. These reviews help identify where the need for changes in areas where there may be weaknesses along with highlighting areas of good practice that can be shared with other areas within the Force. This is a key element in any successful Health and Safety management system.
25. Furthermore, a new sampling and audit programme is to be introduced that will monitor performance and provide assurance throughout the year. The results of which will feed into The Force's Annual Certificate of Assurance in December 2014 and beyond. Details of the sampling and audit programme will be presented to the Force's Health and Safety Committee in April.
26. Although no longer a designated Special Interest Area (SIA) within Police Committee, Mr Don Randall has retained an interest in this area and is provided with Force Health & Safety Committee papers and attends meeting when available.

Conclusion

27. Since the last report to your Committee in September 2013 work has been undertaken for Force wide reviews of Top Risks and the Annual Certificate of

Assurance. These key pieces of work are fundamental to the Health and Safety business planning process for 2014. Arising actions will be monitored through the Force's Health and Safety Committee.

28. Improvements in risk management are evident. Review of the Force's Top X will be carried out by both the Health and Safety Committee and the Force Risk Assurance Group quarterly. Steady progress against the Force's Health and Safety Action Plan targets continue. Areas for improvement have been identified and actions are being taken to address these areas.
29. The Force is able to demonstrate that it is monitoring and meeting its legal requirements. Work has begun to introduce an intrusive assurance programme. The current three year health and safety action plan concludes in October. A new three year plan will be developed during the course of the year for presentation to CoLP's Health and Safety Committee in July with subsequent updates to Committee via the annual H&S report. This will consolidate the improvements already made and continue to focus on those areas where further requirements for improvements have already been identified.
30. The CoLP remains committed to health and safety and is currently in the process of recruiting a permanent dedicated Health & Safety Manager who will ensure that the Force continues to aim to comply with the law and provide and maintain a work environment that is safe and without risk to health for all officers, staff, contractors and others who may be affected by our activities.

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Appendices:

Appendix 1 - H&S Action Plan Review January 2014

Background Papers:

POL 44/13 City of London Police – Health and Safety Management Performance
Annual Update

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City of London Police Health & Safety Action Plan Nov 2011- Oct 2014

Organisation Structures & Policies	Responsibility	Action by	Planned Review Date	Status as of August 2013	Status as of January 2014
A.1. The CoLP shall maintain an OH&S Management system that confirms to statutory requirements and continually seeks to improve OH&S performance (Objective 1)					
A.1.1. THE CoLP shall maintain its established OH&S Management system through review of Force OH&S Policy and Arrangements, and performance.	Lead Officer	Force H & S Committee	Annually	Review planned as part of the arrangements for the introduction of assurance programme	The current Force H&S Action Plan is due to complete it's current cycle in October 2014. An action plan for October 2014 - December 2017 is a priority piece of work for this year. Draft version to be presented to Force H&S committee at the July meeting
A.1.2 The Directorate Heads shall review their Policy Statements and Arrangements on a regular basis.	Directorate Head	Force H & S Committee	Annually	Not all Directorates have their own Policy Statements. Plans to ensure all Directorates have these in place.	All Directorates have a H&S policy statement published on their Directorate H&S web pages.
A.1.3 The Force and Directorates to monitor that the existing programme of OH&S and operating procedures and arrangements is implemented, and that said documents are amended, deleted or created new as required and in line with current Equality legislation.	ACPO DoCS	Force H & S Committee	Annually - completion by 31/12/2014	updated - ongoing process	During the course of last year several changes have been made to the structure of the Occupational, Health, Safety and Welfare Team. This has resulted in the creation of 2 separate departments; Occupational Health Shared Service (which includes the work previously undertaken by the Welfare Team) and Health and Safety. This has resulted in the creation of a dedicated Head of Health and Safety post. These changes will allow greater focus to each area of work.
Organisation OH&S Planning (Hazard identification, risk assessment and control)	Responsibility	Action by	Planned Review Date	Status as of August 2013	Status as of January 2014
A.2. To maintain a procedure to ensure that any third parties using or working on our premises, or providing a service or facility to us, are observing and operating to standards that we specify or approve (Objective 2)					
A.2.1 Department Policies and risk assessments on visitors, contractors, volunteers and work experience as part of the Policy template	Departmental Heads	Departmental Heads	Ongoing based upon need, process to be auditable	Arrangements in place by FM	Arrangements in place by FM. It should be noted that secondees, agency workers and consultants should be treated like employees with regard to arrangements for their day-to-day health and safety whilst carrying out work for, or on CoLP premises
A.2.2 All third parties using or working on our premises, or providing a service or facility to us, are observing and operating to standards that we specify or approve.	Departmental Heads	Departmental Heads	Ongoing based upon need, process to be auditable	Monitored by FM and Corporation	Monitored by FM and Corporation. See note above re secondees, agency workers and consultants
A.2.3. An information card to be produced for visitors etc at each of CoLP buildings to inform on H&S (Fire, alarms, fist aid, security, equality access)	ACPO DoCS	General Services Director	1st November 2013	In progress	Completed

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Organisation OH&S Planning (Hazard identification, risk assessment and control)	Responsibility	Action by	Planned Review Date	Status as of August 2013	Status as of January 2014
B.1. The CoLP shall maintain documented procedures for the ongoing identification of hazards, the assessment of risks and the implementation of necessary control measures (Objective 3)					
B.1.1. Procedures shall be in place for routine and non routine activities	Departmental Heads	Departmental Heads	Quarterly	Forms part of the annual Risk Assessment review	Forms part of the Directorate annual Risk Assessment review. In 2014 assurance schedule and dip-sampling will include the procedures for routine and non routine activities
B.1.2. Procedures to be in place for assessing the risks from activities of all those having access to the workplace including subcontractors and visitors	Departmental Heads	Departmental Heads	Quarterly	Undertaken by FM and Corporation	Undertaken by FM and Corporation for Facilities and maintenance contractors. All CoLP H&S policies include the work of agency workers, secondees and consultants
B.1.3. The CoLP will determine that the processes in place for hazard identification, risk assessment and control measures are suitable and sufficient	ACPO DoCS	Force Health & Safety Committee	Annually	Confirmed by annual review and training available	Confirmed by annual review and training available
B.1.4. Review required of risk assessment (RA) forms and training. Guidance document required and development of generic risk assessments.	ACPO DoCS	HoHSW	Annually - completion by 31/12/2013	Risk Assessment (RA) form amended and training confirmed as adequate	Risk Assessment (RA) form amended - training available on-line on the NCALT system and more specialised courses are available through the Corporation
B.2. The CoLP shall establish and maintain a documented procedure to ensure that the results of the assessments and the controls in place shall inform routine and operational procedures (Objective 4)					
B.2.1 To ensure that hazard identification, risk assessment and risk controls form part of regular operational and general performance (taking into account the needs of operational policing and the requirements of "Striking the Balance")	Departmental Heads	Departmental Heads	Quarterly	Confirmed. Dynamic risk assessment is common practice and training available	Confirmed. Dynamic risk assessment is common practice and training available
B.3. The CoLP to ensure that those undertaking the roles and responsibilities for organisational OH&S planning are competent to do so					
B.3.1. Directorate Heads to identify managers with responsibility for H&S at all levels to ensure that they are aware of and understand the principles of risk assessment and that every Police Officer has attended a dynamic risk assessment training session.	ACPO DoCS	Departmental Heads	Annually	Risk assessment and Dynamic risk assessment training available.	Further investigation has identified a current need for Risk Assessment training (particularly for some support staff). All Police Officers undertake Dynamic Risk Assessment training and receive refresher training on a 3 yearly basis. Front line support staff also receive dynamic risk assessment training. Refresher training is in process of being arranged with support from L&D

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Organisation OH&S Planning (Hazard identification, risk assessment and control)	Responsibility	Action by	Planned Review Date	Status as of August 2013	Status as of January 2014
B.3.2 Department Heads to identify those who undertake risk assessments and ensure they have had appropriate training and competency for the task	Departmental Heads	Departmental Heads / Learning & Development	Annually	Ongoing and improving. Training available and is a standing agenda item at committee meetings	Managers are required to identify if members of their teams require health and safety training in line with role requirements, including risk assessment training. The PDR process is used to record the need for training and to monitor that the training is undertaken.
B.4 All Managers and supervisors to ensure that the risk assessments for activities under their responsibility are fit for purpose, reviewed regularly and amended if required					
B.4.1 Managers to check for: Relevance, Being up to date, legislative compliance, Practicality, Communication to those that need to know, Ownership and Date for Management to review.	Departmental heads	Supervisors	Not time specific - this is a process	Completed with support from Head of OHSW	Completed with support from Head of OHSW
B.5. All Directorates to undertake an annual systematic review of risk assessments within their area of activity through the Top X Risks Programme.					
B.5.1 All Directorates/ Departments to report annually on the top risks for their areas to inform the Top X Risk Report for the CoLP	ACPO DoCS & HoOHSW	Force Health & Safety Committee	Annually	In process due by November 2013	Complete - Top X submitted and at future H&S Committee meetings the Top X action plan will be reviewed. H&S risks will be monitored and if necessary raised to Top X
B.6 The CoLP shall establish and maintain H&S Objectives at Force level consistent with OH&S Policy and the commitment to continual improvement					
B.6.1. The CoLP shall ensure that the Health & Safety Risk Register (Top X) identifies current risks and the appropriateness of controls are reviewed at the H&S Committees	ACPO DoCS	Department Health & Safety Committee	Quarterly	In process due November 2013	Completed - Top X submitted to Town Clerk in November. An action plan has been prepared for quarterly review by the Force Health and Safety Committee. Other risks will be continually monitored and if necessary raised to the Force Top X
B.7. To maintain a procedure for identifying and accessing the legal and other OH&S requirements that are applicable to the CoLP.					
B.7.1 Relevant legislation and other requirements to be identified, made accessible and evaluated	HoOHSW	Strat. Planning/ Policy / Information and advise	Annual process	Reviewed and informed at quarterly meetings	Reviewed and informed at quarterly meetings

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Organisation OH&S Planning (Hazard identification, risk assessment and control)	Responsibility	Action by	Planned Review Date	Status as of August 2013	Status as of January 2014
B.7.2. Information to be disseminated to CoLP staff and officers through appropriate platforms – e.g. Broadcast, intranet, SharePoint, City I Process to be reviewed six monthly. (Site available on internet for Legislation)	HoOHSW	Corporate Communications & Information manager	Annual process	Actioned as applicable	Mechanisms exist for the dissemination of information. These include Directorate H&S pages and Broadcasts
Implementation & Operation	Responsibility	Action by	Planned Review Date	Status as of August 2013	Status as of January 2014
C.1. To monitor and review that the organisational structure confirms the roles and responsibilities for OH & Safety management, enabling all officers and staff to identify their respective accountabilities and responsibilities with regard to OH & Safety Management Systems. (HSG 65/ ISO 18001)					
C.1.1. Review CoLP H&S Policy and Arrangements where responsibilities are outlined on an annual basis. Ensure consultation with representative bodies.	ACPO DoCS & HoOHSW	Force Health & Safety Committee	Annually	updated continuous process - annual review	The Annual Certificate of Assurance was completed at the end of 2013. This review has led to the creation of an action plan and the implementation of the actions identified will be monitored by the Force Health and Safety Committee. The Force Health and Safety Committee includes TU and Federation representatives
C.2. To establish CoLP procedures to ensure the competence of officers and staff to carry out their designated functions through information, instruction, training and guidance (Objective 5)					
C.2.1. To use the information from job profiles, role responsibilities, hazard identification, procedures and operating instruction and policies to determine training needs and review at regular intervals	ACPO Support & Directorate Heads	L&D/managers/College of Policing	31/03/14	In process in line with new organisational structure - new system to be introduced that is more specifically related to individuals and the roles / jobs they undertake	Service wide changes to Police activities and policies are driven by the College of Policing. The Force and managers will then assess training requirements, with changes being reviewed by the Force Training Improvement Board (TIB). The PDR process provides the mechanism to record and monitor H&S training needs specific to the roles and responsibilities of an individual.
C.2.2. To identify systematically the required OH&S competencies for CoLP tasks and complete prescribed training request process	ACPO DoCS	managers	Ongoing - review during PDR process 31/03/2014	To be confirmed.	Compliance for completion of mandatory training is monitored locally and specifically via Directorate Heads and Forcewide by PMG

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Implementation & Operation	Responsibility	Action by	Planned Review Date	Status as of August 2013	Status as of January 2014
C.2.3 To provide any OH&S training (internally or externally) identified as being necessary and keep records.	ACPO DoCS & Directorate Heads	Learning & Development Manager	As & when Required	Improvements in record keeping - ongoing.	Once training needs are identified a process exists to request the training (via Form 145) and this request is logged centrally and on individuals' personal profiles. Completed training courses are recorded on central Training Administration System (TAS) database
C.2.4 To have a system in place to assess the required OH&S knowledge is acquired and maintained to ensure competency and review as part of per process	ACPO DoCS & Directorate Heads	Learning & Development Manager & Departmental Managers	Annually	Confirmed	confirmed - system in place
C.2.5 To ensure that the scope and provision of H&S training meets our statutory duties, is provided in a timely manner, appropriate to CoLP, reviewed and updated on an annual basis.	ACPO DoCS	Learning & Development Manager		Confirmed	The Force has an annual training plan which takes account of the training requirements of the College of Policing. In addition to this a system is in place to address any new H&S training needs (for both staff and Police Officers) that become apparent. This is via the Training Improvement Board
C.3. To ensure that relevant OH&S information is communicated to and from officers and staff					
C.3.1. To ensure processes are in place to allow officers and staff to be consulted where there are any changes that affect workplace OH&S	ACPO DoCS	Departmental Heads	Ongoing	Systems available through team and committee meetings	Trade Union and Police Federation representatives are invited to both Force and Directorate Health and Safety meetings. DoCS holds regular liaison meetings with Trade Union and Federation Representatives where health and safety concerns can be raised if necessary
C.3.2. To ensure that officers and staff are encouraged in good OH&S Practice and support of the Force OH&S Policies and Procedures. That padres are completed in a timely fashion and that mandatory OH&S training is completed	ACPO DoCS	Departmental Heads	Ongoing	Confirmed through PDRs	All employees (including volunteers and contractors) are advised of Health and Safety requirements and procedures at induction. Mandatory training uptake is monitored by PMG
C.3.3. To ensure that the CoLP has suitable arrangements in place for the consultation on OH&S matters with staff representatives	ACPO DoCS	Force Health & Safety Committee	Quarterly Meetings which staff reps are invited	Confirmed	As per details in C.3.1 employees representatives are invited to Force and Directorate Health and Safety meetings
C.4. To Continue to provide competent OH&S advice and guidance					
C.4.1 HoOHSW to continue to develop the OH and safety sites as a repository for H&S guidance and information.	Head of HR	HoOHSW	Ongoing	Ongoing	Ongoing - Additional web publishing course requested to streamline process for updating webpages.

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Implementation & Operation	Responsibility	Action by	Planned Review Date	Status as of August 2013	Status as of January 2014
C.4.2. All Directorates to maintain and update their OH&S information on their dedicated websites	Directorate Heads	Departmental Heads	Ongoing	The majority of Directorates have a dedicated H&S page on their intranet sites. Work ongoing with the remaining Directorates to establish their own H&S pages.	All Directorates now have a dedicated health and safety page on the intranet. These pages are populated with Directorate H&S information
C.5. The CoLP will establish and maintain procedures for controlling all OH&S documents to enable sharing, reviewing, revision and archiving					
C.5.1. To identify and set up a common location for the collation of corporate accident reports and risk assessments and other OH&S results in an online site. (OH&S module in HR Self Service)	ACPO DoCS	Head of HR	31st March 2014	Ongoing - the need for an electronic reporting system has been identified.	On-going. Once further details regarding DMS/Self-serve upgrades to be both hardware and software have been agreed details regarding updates to current processes will be made available. In addition to DMS/Self Serve the potential for using the Corporation recording system is being also being explored. Several issues need to be resolved before the Corporation system could be used.
C.5.2. To set up folders on S/G drive until SharePoint fully available. To migrate available data to SharePoint when all have access.	Directorate Heads	Departmental heads	31st January 2014 - SPOCS to publish risk assessments and inspections	In progress.	The development of SharePoint is not as advanced as originally anticipated. As a result work is being undertaken by the Directorate H&S SPOCs to publish risk assessments and inspections on their intranet pages (or have links to Directorate folders on the S Drive. Some documents may contain sensitive information and publishing them on the intranet would not be appropriate. A more permanent solution is being look into.

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Implementation & Operation	Responsibility	Action by	Planned Review Date	Status as of August 2013	Status as of January 2014
C.6 As part of OH&S management, CoLP to publish and maintain written plans and procedures to identify the potential for, and response to incidents and emergency situations affecting business continuity and emergency planning.					
C.6.1 All Departments to have produced business continuity plans for their areas and to have tested their effectiveness. Details of plans to be monitored through CoLP Business Continuity Forum.	Peter Clarke	Business Continuity	Annually	Confirmed for 2013	Business Continuity Plans are monitored through the Business Continuity Group. HoHS will attend BCG meetings to seek assurance that H&S is included in BCP processes.
C.6.2 All First Aid contents to be selected as appropriate for the response required. To be in line with MPS training specifications	ACPO DoCS	Relevant Managers	31st March 2014	Confirmed	Initial and refresher first aid training is available via L&D. Contents of First Aid boxes are monitored by First Aiders. The contents are checked as part of building inspections.
C.6.3 All Facilities Managers to complete annual assessments of Fire Risks of CoLP buildings and ensure appropriate levels of Fire Marshals and emergency equipment are available.	ACPO DoCS	General Services Director	Annually	Confirmed and monitored	Each building has a Fire Risk Assessment action plan. General Services manage the implementation of actions
Performance Measurement & Monitoring	Responsibility	Action by	Planned Review Date	Status as of August 2013	Status as of January 2014
D.1. To monitor and measure OH&S performance in all activities, in particular conforming to the requirements of the Force priorities and the Force Risk Register (Objective 6)					
D.1.1 All Departments to complete a formal inspection of their areas at least once a year (more frequently if hazards are greater or legislation requires), results to be posted on central CoLP database KPI: All to be completed by June each year	ACPO DoCS	Directorate / Departmental Heads	Annually	Ongoing - confirmation required	Directorates complete local inspections of their areas. In future these will be put onto a central register
D.1.2 All Managers and Supervisors to ensure that Form 50's are completed accurately, in good time and investigated properly KPI: 90% of forms submitted to be accurately completed and investigated	ACPO DoCS	Directorate / Departmental Heads	As and when required	New process in place for 2013 - further work needed. A paper based system is currently in use to report accidents and incidents. Work required to introduce an electronic accident/incident and near miss reporting system	All form 50s that are received by HoHS are reviewed - any queries or gaps in information are sent back to the line manager. This is monitored quarterly at PMG as part of the Corporate Services Directorate Plan.
D.1.3 To collate all accidents, injury and near miss reports for reporting back to CoLP and Directorate H&S committees. To enable specific analysis, corrective and preventative actions to be complete review formally at Force H&S committee	ACPO DoCS	Departmental Heads	As and when required but for presentation to Force and Departmental H & S Committees	In place - work needed to introduce an electronic reporting system. This will provide quicker access to data and provide efficient analytical systems	Statistical reporting to both Force and Directorate Health and Safety Committees takes place on a quarterly basis

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Performance Measurement & Monitoring	Responsibility	Action by	Planned Review Date	Status as of August 2013	Status as of January 2014
D.1.4 To maintain and keep up to date the information on the Directorate H&S intranet sites:- Directorate specific OH&S information, Policy and Statement of Arrangements, Action Plans, risk assessments, inspection dates and meeting minutes etc <i>KPI: All Directorates to have a web author assigned to this activity by April 2012</i>	Directorate Heads	Safety Co- Coordinators and FM	Quarterly	The majority of Directorates have their own H&S intranet pages. Work has begun to ensure the remaining Directorates have a dedicated H&S intranet page.	All Directorates now have dedicated health and safety pages containing Directorate H&S information including policy statement.
D.1.5 To establish, maintain and record processes for the testing and calibration of equipment (inventory of equipment, spreadsheet of testing/calibration etc) <i>KPI: 75% completed in year 1 and 100% by close of year 2.</i>	ACPO DoCS	Departmental Heads	Quarterly	No longer applicable - equipment held by Corporation H&S	Statutory testing of equipment such as building lifts is managed by the Corporation. However, the Force is currently checking that all work equipment is checked and maintained by competent persons in line with legal requirements
Performance Measurement & Monitoring	Responsibility	Action by	Planned Review Date	Status as of August 2013	Status as of January 2014
D.2 The CoLP to identify key performance indicators for its OH&S Performance					
D.2.1 OH&S policy and objectives are being achieved, <i>KPI: All directorates have 100% returns for inspections - and are made available on Directorate intranet Health and Safety pages. Lessons are learnt from OHS management systems failures, Information for continual improvement of OH&S function is being produced and used</i> <i>KPI: indication of improvement year on year through annual Assurance and Top X Risk.</i>	ACPO DoCS	Force Health & Safety Committee	Quarterly	Forms part of the Directorate action plans - key elements (Annual Certificate of Assurance and Top X) not completed in 2012 - work has begun on the 2013 submissions.	Submission of Top X and Annual Certificate of Assurance returns completed. A formal, quarterly review of both resultant Top X and Annual Certificate of Assurance Action Plans have been introduced as items for quarterly review by the Health and Safety Committee

Agenda Item 6

Committee:	Date:
Police Performance and Resources Sub-Committee	26 th February 2014
Subject: Internal Audit Update Report	Public
Report of: The Chamberlain	For Information
<p>Summary</p> <p>This report updates the sub-committee on the current work undertaken by Internal Audit. It includes details of internal audit reviews undertaken between November 2013 and January 2014, as well as further information on the progress being made in the completion of the 2013/14 Internal Audit Plan (Appendix 1).</p> <p>Good progress is being made in the completion of the 2013/14 Internal Audit plan. One planned review (City First Project – Outcomes) has been completed since the last update to this sub-committee in November 2013.. Fieldwork has been completed on the City Police Assurance Mapping Exercise and Third Party Payments (full review). Fieldwork on the following reviews is in progress: Compensation Claims; Fleet Management VFM; Fees and Charges; and the Project Office all of which will be completed by 31st March 2014. The fieldwork on the Performance Measures spot check review has started, which leaves work on one remaining spot check review of Seized Goods to be undertaken. It is envisaged that the fieldwork for the 2013/14 Internal Audit Plan will be completed by 31st March 2014.</p> <p>Internal audit work undertaken between November 2013 and January 2014 has established that satisfactory controls are in place for the areas that have been examined, although suggestions have been made to enhance the clarity of information reported to the Police Committee in respect of the City First Project.</p> <p><u>City First Project:</u> As part of this review supporting evidence was examined and accepted for the outcomes from thirteen work streams. There are nineteen work streams in total but four related to action that could not be independently verified by Internal Audit, two did not include sufficient detail for testing, and one requires a more detailed examination, potentially as part of the 2014/15 Internal Audit Plan (Appendix 2). It was recommended that more detailed analysis of results should be provided in the full evaluation of City First to be reported to the Police Committee by the Commissioner in October 2014.</p> <p>Implementation dates for the recommendations arising from all spot check reviews completed earlier in the year have been obtained from the Director of Corporate Services. All recommendations either have been implemented or will be by 31st October 2014.</p>	

Details of the draft five years' Internal Audit Plan for the Police 2014 – 2019 are also included within this report (Appendix 2). Consultation on the 2014-2019 internal audit plan has been undertaken with the Assistant Commissioner and the Director of Corporate Services. Details of the draft Internal Audit Plan 2014-2019, as well as the draft Internal Audit Plan 2014/15 (Appendix 3) are included within this report for your observations and any changes that Members would wish to make.

Recommendation

Members are asked to note the work that internal audit have undertaken, and offer any observations on the Internal Audit Plan 2014/19.

Main Report

Background

1. Includes details of the progress made on work undertaken during the period 1st November 2013 to 31st January 2014. It also includes a summary of the status of all 2013/14 reviews (Appendix 1) and details of the draft five year Internal Audit Plan 2014 – 2019 (Appendix 2). In addition, an update on the progress made in implementing Internal Audit recommendations (up to 31st December 2013) resulting from work completed in 2013/14 is contained in Table One (paragraph 6).

Internal Audit Plan 2013/14 – Progression to date

2. Good progress is being made in completing the 2013/14 Internal Audit Plan. There were seven full reviews and nine spot check reviews scheduled for completion by 31st March 2014. Work related to the City Police has been prioritised this financial year with the completion of seven spot checks in the first six months of the year. In addition, one full review of the City First Project has now been completed. Fieldwork has been completed on two full audit reviews: Assurance Mapping; and Third Party Payments. Fieldwork is progressing on the remaining four full reviews: Compensation Claims; Fleet Maintenance VFM; Fees & Charges; and the Project Office. Two spot check reviews: Performance Measures; and Seized Goods will be completed by 31st March 2014. (52 audit days to date – total audit days in 2013/14 115 days). Details of the work completed since 1st November 2013 is included below.

Summary of Audit reviews

City First Project

3. A number of the High Level Evaluation measures, which were used to evaluate achievements against the original aims of the City First Programme, have been tested to supporting evidence. The conclusion is that there is satisfactory supporting evidence for the results that have been achieved. It should be noted that not all work stream results could be independently tested in this fashion, because there are elements which can only be tested against

information that would be supplied directly by the City Police, for example, the effectiveness of reallocating police officer manpower resources. The focus of this review was the financial results, which could be tested against evidence obtained from the financial management system CBIS, the HR and payroll system iTrent and the City Police's fleet list.

4. It should be appreciated that some of the financial results included within the High Level Evaluation measures are included within larger budgeted sums and it has not been possible to verify some of the specific figures quoted in the results. For example, Occupational Health savings stated as £120,000. In these instances the indicator used to demonstrate achievement was a verifiable reduction in the overall budget allocation between the years 2011/12 and the current year 2013/14. This has highlighted the need for the Commissioner's Full Evaluation of City First planned for October 2014 to include more detailed analysis for specific efficiencies. For example, comparisons of the pre and post City First components of the Home Office Grant, or the reduction in unit prices by renegotiating procurement contracts such as stationery and catering.
5. The conclusions of this review have been acknowledged and the recommendation accepted that a more detailed analysis to be reported to the October 2014 Police Committee.

Implementation of Audit Recommendations

6. It was reported to your November 2013 sub-committee that agreeing implementation dates for the recommendations arising from the 2013/14 Internal Audit reviews completed up to 1st November 2013 had been delayed because of the absence of the Director of Corporate Services Agreement has now been obtained for all work undertaken up until 31st December 2013 and details are included within Table One below.

Table One: Schedule of Implementation of Audit Recommendations 2013/14

Audit Review	Recommendations				Agreed implementation dates
	Red	Amber	Green	Total	
City First Project	-	-	1	1	31 st Oct 14
Property & Front Offices	-	-	2	2	31 st Mar 14
Procurement Processes	-	-	1	1	Implemented
Police Officers' Travel Expenses	-	-	2	2	31 st Mar 14
Recruitment CSA	-	-	1	1	31 st Mar 14
Total Accepted	-	-	7	7	

7. A meeting was held with the Director of Corporate Resources and Head of Finance in December 2013. It was established that recommendations in respect of: Property & Front Offices consistent banking reconciliations at each police station and Bernard Morgan House; compliance with Police Travel Expenses recording requirements; and the consistent maintenance of Recruitment records would be fully implemented by 31st March 2014. It was accepted that the City Police are now working with the City's Procurement Service (CLPS) in ensuring that quotes are obtained for all supplies and services in accordance with Financial Regulations. The recommendation in respect of the City First Project review will be implemented by October 2014.

Draft Five Year Internal Audit Plan 2014/2019

8. A meeting was held in January 2014 with the Assistant Commissioner and the Director of Corporate Services to discuss the draft five year Internal Audit Plan 2014 – 2019. This was a productive meeting where the methodology for preparing the draft plan, by reference to the Forces Policing Plan and risk register, and internal audit risk assessment methodology was explained. The relationship between the reviews undertaken solely for the City Police and how full risk coverage is achieved via reliance on corporate City of London Corporation reviews, for example, CBIS, iTrent and CLPS was also described.
9. The Assistant Commissioner and Director of Corporate Services demonstrated a keen interest in the internal audit planning process, offering advice concerning future plans for Bernard Morgan House and the Police Clothing Store, which influence the content of the plan in years two to five. Changes to the timing of audit reviews was requested to reflect the risk perceived within the Force, for example, Business Continuity Planning. There are 90 days dedicated to City Police Internal Audit work in the year 2015/16. (See Appendix 2).
10. Details of the draft Internal Audit Plan 2014/15 including pen pictures are contained in Appendix 3.

Conclusion

11. Good progress is being made in completing the 2013/14 Internal Audit Plan. Whilst a number of recommendation have been made to date (seven GREEN priority rated in total), no significant control weaknesses have been identified to date. The plan is on course for full completion by 31st March 2014, with four full reviews in progress, one spot check review underway, and one remaining spot check review to start.
12. The draft five year 2014-2019 Internal Audit Plan has been prepared, using the internal audit risk assessment methodology and informed by the outcome of discussions held with the Assistant Commissioner and the Director of Corporate Resources and the Force Risk Manager.

Background Papers

Appendix 1 Internal Audit Plan Status Report 2013/14

Appendix 2 Internal Audit Plan 2014-2019

Appendix 3 Draft Internal Audit Plan 2014/15

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Schedule of Internal Audit Projects 2013/14

Full Reviews				Recommendations			
Project	Planned Days	Planned Completion Date	Current Stage	Total Red	Total Amber	Total Green	Total
<p>CITY FIRST PROJECT</p> <p>The major review of the Force was completed in March 2013. An internal audit review of the on-going project work was undertaken during 2012/13. This review will look at the outcomes of the City First Project, including lessons learned and initial compliance to the revised Force structure as this is bedded in.</p>	5	30 th November 2013	Final Report Issued			1	1
<p>POLICE PROJECT OFFICE</p> <p>This review has been requested by Assistant Commissioner Ian Dyson to examine the work of the Project Office, its processes, compliance with relevant City regulations, and how the office's activities interface with the City Corporations overall capital works programme.</p>	10	Fieldwork 31 st March 2014	Fieldwork				

Full Reviews				Recommendations			
Project	Planned Days	Planned Completion Date	Current Stage	Total Red	Total Amber	Total Green	Total
<p>ASSURANCE MAPPING EXERCISE In order to provide Members with details of how the risks City's departments and the City Police face are mitigated, and to identify areas where limited internal audit resources need to be targeted, a programme of assurance mapping exercises will, therefore, be undertaken.</p>	5	Final Report 28 th February 2014	Draft Report				
<p>POLICE COMPENSATION CLAIMS During the course of police operations there are inevitable incidents where innocent parties are inadvertently affected by police activity. The management of claims made against the Police including arrangements to mitigate the risk of claims being made will be examined.</p>	20	Fieldwork 31 st March 2014	Fieldwork				
<p>THIRD PARTY PAYMENTS The City Police procure a range of services from external organisations in support of their operations; this expenditure includes consultancy work. This review will include an analysis of the categories of payments and determine compliance with the City's Financial Regulations. It will also examine budgetary control and establish the justification for making expenditure of this nature.</p>	15	Final Report 31 st March 2014	Fieldwork Completed	-	-	-	-

Full Reviews				Recommendations			
Project	Planned Days	Planned Completion Date	Current Stage	Total Red	Total Amber	Total Green	
FEES AND CHARGES The City Police generates income for operational and advisory activities where legislative powers to do so exist. This review will examine the processes, controls and security related to the collection, recording and banking of income. It will also consider the activity of the Force in seeking new income streams.	20	Draft Report 31 st March 2014	Terms of Reference Issued	-	-	-	-
FLEET MANAGEMENT VFM The City Police Force operates a diverse fleet of vehicles to enable a responsive policing presence within the square mile and beyond. Arrangements for the procurement, maintenance and usage of vehicles will be examined, including potential efficiency savings.	10	Draft Report 31 st March 2014	Fieldwork	-	-	-	-

Spot Check Reviews				Recommendations			
Property & Front Offices	4	26 th June 2013	Completed	-	-	2	2
Bernard Morgan House Cash Check	5	26 th June 2013	Completed				
Procurement Processes	5	30 th September 2013	Completed	-	-	1	1
Police Performance Measures	3	31 st March 2014	Fieldwork	-	-	-	-
Police Officers' Travel Expenses	5	25 th July 2013	Completed	-	-	2	2
Police Officer's Ad Hoc Payments	5	8 th August 2013	Completed	-	-	-	-
Pre-Employment Screening	5	8 th August 2013	Completed				
Recruitment CSA	3	8 th August 2013	Completed	-	-	1	1
Seized Goods	5	31 st March 2014	Not started				

Five Year Draft Internal Audit Plan 1st April 2014 to 31st March 2019

	DATE OF	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	COVERAGE IN
AUDIT	LAST AUDIT	2014/15	2015/16	2016/17	2017/18	2018/19	FIVE YEARS
<u>POLICE</u>							
DEPARTMENTAL GOVERNANCE AND FIN.MAN (INC BUD CONTROL) PART CSA	2010.07	0	10	0	0	0	10
POLICE ICT SERVICE SUPPORT CONTRACTS	2012.03	0	0	0	5	0	5
POLICE SUPPLIES AND SERVICES	2012.03	0	0	0	10	0	10
POLICE PREMISES RELATED EXPENDITURE	2007.01	0	0	20	0	0	20
POLICE USE OF THIRD PARTY PAYMENTS (INC CONSULTANTS)	2013.12	0	0	0	0	15	15
POLICE FLEET MANAGEMENT VFM	2013.12	0	0	0	10	0	10
POLICE FEES & CHARGES (inc income maximisation and debt management)	2013.12	0	0	0	0	10	10
POLICE CLOTHING STORE (INCL. COMP. SYSTEM)	2007.01	0	0	5	0	0	5
POLICE BANK ACCOUNTS	2010.10	0	10	0	0	0	10
POLICE GOVT GRANTS, OTHER GRANTS & REIMBURSEMENTS (incl CJU)	2010.10	0	10	0	0	0	10
POLICE OVERTIME	NEW	20	0	0	0	0	20
POLICE VFM BENCHMARKING ASSURANCE EXERCISE	NEW	5	8	6	5	5	29
POLICE COMPENSATION CLAIMS	2013.12	0	0	0	20	0	20
<u>ICT Reviews</u>							
Business Conituity Planning & Disaster Recovery	2011.11	15	0	15	0	15	45
ICT Review contingency		0	15	0	15	0	30
Sub Total		40	53	46	65	45	249

Five Year Draft Internal Audit Plan 1st April 2014 to 31st March 2019

MINI ASSURANCE REVIEWS							
PETTY CASH		3	0	0	3	0	6
CASH INCOME (incl. Unofficial funds at Snow hill, Accommodation etc)		3	0	0	3	0	6
PROPERTY & FRONT OFFICES (ECD - 7, CP4 - 21 and CP6 - 21)		4	4	4	4	4	20
PROCUREMENT PROCESS INC CREDITOR DEPTH TESTS		0	5	0	0	5	10
INFORMANTS FUND		10	0	10	0	0	20
POLICE BANK ACCOUNTS		5	0	5	0	0	10
BVPIs and LBVPIs - CSA		0	3	0	0	3	6
TRAVEL EXPENSES		0	5	0	0	5	10
PRE EMPLOYMENT SCREENING		0	0	5	0	5	10
RECRUITMENT - CSA		0	0	0	0	3	3
USE OF PROCUREMENT CARDS - CSA		0	10	0	0	10	20
POLICE OFFICERS PENSIONS		10	0	10	0	0	20
POLICE OFFICERS ALLOWANCES AND AD HOC PAYMENTS		5	0	5	5	5	20
INTERPRETERS FEES		5	0	0	5	0	10
POLICE SEIZED GOODS		0	5	0	0	5	10
FOLLOW-UPS							0
POLICE FOLLOW-UP CONTINGENCY		5	5	5	5	0	20
TOTAL		90	90	90	90	90	450

Draft Internal Audit Projects 2014/15

Full Reviews				Recommendations			
Project	Planned Days	Planned Completion Date	Current Stage	Total Red	Total Amber	Total Green	Total
<u>Police Overtime</u> The purpose of this review is to examine the process for claiming and authorising overtime for Police Officers. Compliance with rules governing entitlement to claim overtime for duties in excess of normal work patterns will also be examined. The review will also consider whether regular reviews of working patterns are undertaken to seek ways of minimise overtime payments by changes in shift patterns, where policing arrangements are revised in accordance with service needs.	20						

Full Reviews				Recommendations			
Project	Planned Days	Planned Completion Date	Current Stage	Total Red	Total Amber	Total Green	Total
<u>Business Continuity Planning & Disaster Recovery</u> The reviews key objective is to determine the assurance level of the system in dealing with a wide range of incidents. In order to gain assurance both a comparative and benchmarking review will be performed. The comparative review will be performed against the CoL, Barbican Centre, Museum of London and another Force (if possible).	15						

Mini Assurance Reviews				Recommendations			
Project	Planned Days	Planned Completion Date	Current Stage	Total Red	Total Amber	Total Green	
<u>Informant Funds</u> The management of these funds will be examined, including approval of payments, controls over issuing cash and maintenance of records.	10			-	-	-	-
<u>Police Officers' Pensions</u> The calculation of Police Officers' pensions and processing of payments will be examined. The verification of on-going payments to bona fide pensioners will also be examined.	10			-	-	-	-
<u>Police VFM Benchmarking</u> The Assistant Commissioner has requested that Internal Audit undertake an assurance review on information compiled from City Police data. The intention being to seek an external review prior to reporting outcomes to Members.	5						

				Recommendations			
Spot Check Reviews							
Petty Cash	3						
Cash Income	3						
Property & Front Offices	4						
Police Bank Accounts	5						
Police Officers Allowances	5						
Interpreters Fees	5						

Agenda Item 7

Committee: Police: Performance and Resource Management Sub Committee	Date: 26 th February 2014
Subject: HMIC Inspections Schedule 2014-2015	Public
Report of: Commissioner of Police Pol 10/14	For Information
<u>Summary</u>	
<p>At the Force Performance Management Group on the 22nd January 2014 the Chair of the Performance and Resource Management Sub-Committee, Deputy Doug Barrow was in attendance.</p> <p>An agenda item concerning current and future Her Majesty's Inspectorate of Constabulary (HMIC) Inspections was tabled. As a result, Deputy Barrow requested a short report highlighting these Inspections to your committee. This report highlights the schedule of current inspections and also includes the consultation proposal for the inspections for 2014-15.</p>	
Recommendations	
<ul style="list-style-type: none">• Members are asked to note the contents of this report	

Main Report

Background

1. Her Majesty's Inspectorate of Constabulary (HMIC) independently assesses police forces and policing across activity from neighbourhood teams to serious crime and the fight against terrorism. The reports published provide authoritative information to allow the public to compare the performance of their local force against others, and in doing so drive improvements in the service to the public.
2. In 2014-15 the Home Office have provided HMIC with £9.4 million from the police settlement to fund a new annual programme of all force inspections. The HMIC are currently consulting with Forces around the proposed inspection regime for 2014-15 and this is attached at Appendix A with a letter from Her Majesty's Chief Inspector of Constabulary at Appendix B

Current Position

3. The HMIC are currently carrying out a programme of inspections in Force or have decided on a threat and risk basis that the Force does not require an

inspection in a particular area. The list of current inspections is attached at Appendix C. HMIC Inspections place an additional workload upon the Force as they require resources to be allocated to either gather data on behalf of HMIC or take part in the inspections which normally involve presentations, interviews and reality testing.

4. Strategic Development is the point of contact for HMIC and takes responsibility for organising the scheduling and timetable for all inspections. Briefing documents are supplied to interviewees for both police officers and Civilian Staff and Members of the Police Committee, if interviewed

Conclusion

5. The additional funding received by the HMIC will without doubt lead to an increase in the number of inspections in Force. Members will be apprised through update reports to relevant committees of the outcomes of and findings from these inspections.

Appendices

Appendix A - HMIC Consultation document 2014-15
Appendix B - HMIC Letter to Commissioner Leppard
Appendix C - HMIC Inspection Schedule

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HMIC's Proposed 2014/15 Inspection Programme

For Consultation

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www.hmic.gov.uk

Her Majesty's Inspectorate of Constabulary

Her Majesty's Inspectorate of Constabulary (HMIC) independently assesses police forces and policing activity ranging from neighbourhood teams through serious crime to the fight against terrorism – in the public interest.

In preparing our reports, we ask the questions which citizens would ask, and publish the answers in accessible form, using our expertise to interpret the evidence. We provide authoritative information to allow the public to compare the performance of their force against others, and our evidence is used to drive improvements in the service to the public.

Our mission

Through inspecting, monitoring and advising, to promote and advance improvements in the efficiency and effectiveness of policing. We will do this independently, professionally and fairly, always championing the public interest, and we will explain what we do and why.

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Foreword by Thomas P Winsor, HM Chief Inspector of Constabulary

2014/15: A transition year for HMIC's inspection programme

The changes to policing in England and Wales over the last few years – which include the creation of police and crime commissioners, the College of Policing and the National Crime Agency; wide-ranging alterations to police terms and conditions; and huge advancement in the use of technology, by both offenders and officers – collectively amount to perhaps the greatest reforms to the service for many decades.

Over the same period, the expectations of the average person on the street in relation to the amount and immediacy of the data about public services available to him or her have also changed radically. The public are accessing more information, through more channels, more quickly and easily than ever before.

As the body responsible for inspecting and reporting on the efficiency and effectiveness of policing in England and Wales in the public interest, it is imperative that HMIC responds to and keeps pace with these changes. As a result, 2014/15 will see some major changes both to the scope and pattern of HMIC inspections, and to how we communicate the results of this work to the public.

Perhaps the most prominent of these changes will be the introduction of a new, annual programme of all-force inspections (announced by the Home Office in a Written Ministerial Statement laid on Wednesday 18 December 2013). The intention is that this programme will first report in its entirety in autumn 2015; however, fieldwork will begin in late summer 2014, and we will provide an interim assessment this November (more details on this are given on p.7).

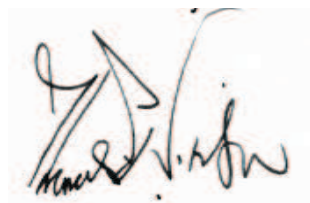
HMIC will develop and implement this programme alongside conducting our national thematic inspections (which in the last year have reported on and encouraged improvement in such vital areas as the use of stop and search powers, police integrity and how forces are meeting the demands of austerity), joint inspections, commissions from the Home Secretary and local policing bodies, and inspections of other national law enforcement agencies.¹ This represents a huge amount of change and work in 2014/15, which will be a year of transition for HMIC.

To reflect this change, this consultation document is different to those issued in previous years. It contains an overview of all the inspections either continuing or already committed to over the period, but focuses consultation questions on two areas:

¹ More information on each of these types of inspection is given on p.6.

- a list of proposed new thematic inspections; and
- some specific areas of the all-force inspection programme (which will be the subject of much more consultation as work on its development continues).

As ever, my fellow HMIC Board members and I thank you for your interest in reading about our proposed inspections, and for the invaluable input which your consultation responses have in formulating and developing our plans.

A handwritten signature in black ink, appearing to read 'Thomas P Winsor', written in a cursive style.

Thomas P Winsor

HM Chief Inspector of Constabulary

Introduction

This document provides details of all the inspection work HMIC has planned for 2014/15, and asks for your views on:

- our proposed topics for new thematic inspections in 2014/15; and
- some elements of HMIC's new all-force inspection programme.

Types of inspection we will conduct in 2014/15

National thematic inspections

National thematic inspections examine a principal policing issue (as identified via a commission from the Home Secretary, or by HMIC's monitoring processes) across a representative number of forces (generally from around six, up to all 43), and comment solely on performance in relation to that issue. This type of inspection identifies deficiencies relevant to the police service as a whole and identifies good practice regarding a specific aspect of policing.

Thematic inspections have proved important in identifying and exploring critical issues and sticking points, and offering solutions for moving the service forward in areas such as race and diversity, efficiency and value for money, and crime recording.

Commissions from the Home Secretary

The Home Secretary may at any time require HMIs to carry out an inspection of a police force, part of a police force or particular activities of a police force.

Commissions from Local Policing Bodies

The Local Policing Body² for a police force area may at any time request the HMIs to carry out an inspection of the police force they oversee, or a part of the force in question, of particular matters, or of particular activities of that force.

Inspections of national agencies and other forces

HMIC has a statutory responsibility to undertake inspections of the following non-Home Office police forces and other agencies:

- British Transport Police;
- Civil Nuclear Constabulary;
- Police Service of Northern Ireland (PSNI);
- National Crime Agency;

² Police and Crime Commissioners (PCCs), MOPAC (for the Metropolitan Police Service) or Common Council (for the City of London Police).

- Armed Forces Police;³
- Ministry of Defence Police (MODP); and
- Her Majesty's Revenue and Customs (HMRC).

In addition, at the request of the relevant dependency or overseas territory, inspections may take place of forces in British Crown Dependencies and British Overseas Territories.

Inspections of counter-terrorism and security-related issues

This area of inspection includes multi-disciplinary work with other security agencies and is conducted on a confidential basis. HMIC looks at value for money and provides a measure of assurance about the counter-terrorism network, security and policing issues and sensitive locations (for example Sellafield). HMIC also reviews the work of the National Crime Agency and HMRC (see previous section).

Joint inspections

HMIC works with other organisations to carry out joint inspections, with our most frequent partners being HM Crown Prosecution Service Inspectorate, HM Inspectorate of Probation and HM Inspectorate of Prisons. These inspections (which fall under the broad topic headings of community safety; bringing offenders to justice; offender management; and custodial conditions) are detailed in a separate criminal justice joint inspection plan.

Consultation on the 2014–16 Criminal Justice Joint Inspection Plan closes on 31 January 2014, and is published on www.hmic.gov.uk (where the finalised plan will also be made available in due course).

Inspections as part of the new all-force inspection programme

In a Written Ministerial Statement laid on Wednesday 18 December 2013, the Home Office announced its decision “*to fund a new annual programme of [HMIC] all-force inspections*”.

These regular force inspections will proactively assess, through annual inspections, how well each police force: cuts crime; provides a service that is fair; and provides value for money.

Development of the new programme began in January 2014, and so our proposals for the shape and content of these inspections are less advanced than for other inspections. They will therefore be the subject of a series of further formal and informal consultations between now and the end of 2014.

³ At the time of writing, the commencement order for HMIC's statutory role under section 4 of the Armed Services Act 2011 is anticipated to be in place in April 2014.

An overview of HMIC's programme of work for 2014/15

National thematic inspections

Some elements of the thematic inspections that follow may be integrated into the all-force inspection programme. It is important to note, however, that thematic inspections will remain an essential part of HMIC's programme of work and will continue to take place alongside the new inspections.

Thematic inspections already committed to in 2014/15

Work on the following inspections either has already begun, or will start in the last quarter of 2013/14. Terms of reference are (or will be) published on www.hmic.gov.uk.

- Making Best Use of Police Time
- Valuing the Police Programme – Phase 4
- Undercover Policing (Home Secretary commission)
- Domestic Abuse (Home Secretary commission)
- Crime Data Integrity
- Child Protection

The following list of inspections will commence in 2014/15. Terms of reference will be published on www.hmic.gov.uk when they are finalised.

- Valuing the Police Programme – Phase 5
- Strategic Policing Requirement
- Police Integrity and Leadership
- Follow up to *Mistakes Were Made* report
- Revisit of Stop and Search
- Protecting Vulnerable People programme: Missing Children
- Police Management of Information
- Police National Database (PND) audit
- Use of the Police National Computer (PNC) by Non-Police Organisations

HMIC may also conduct some follow-up work to any of the inspections listed above.

Proposed topics for new thematic inspections in 2014/15

1. **Modern Slavery** – In an interview with the *Sunday Telegraph* on 24 November 2013, the Home Secretary, described modern slavery as "all around us, hidden in plain sight... supplying shops and supermarkets, working in fields, factories or nail bars, trapped in brothels or cowering behind curtains

in an ordinary street". HMIC could inspect the police response to this offence, assessing officer awareness of the crime and current investigative practices.

2. **So-called Honour Based Violence (HBV)** – The Association of Chief Police Officers (ACPO) defines HBV as “a crime or incident, which has or may have been committed to protect or defend the honour of the family and/or community”.⁴ ACPO’s guidance to forces on tackling HBV suggests that under-reporting might be an issue, and that there is still much to be achieved if victims are to feel empowered to come forward and seek help. HMIC proposes conducting an inspection to examine this complex and sensitive area of under-reported serious crime, how far the police are aware of it and how well they are tackling it.
3. **Cyber Crime** – A 2013 Home Office research paper⁵ found that “Under-reporting of both cyber-dependent⁶ and cyber-enabled crimes is an issue among the general public and businesses.” The universal availability of digital technology has created new and varied opportunities for criminals to commit crimes (‘cyber crime’), especially in areas such as fraud, sexual crime, theft and online bullying. Coincidentally, digital technology also provides the police with new opportunities for catching criminals. HMIC could inspect how well the police understand the nature and scale of this new threat and how effectively they are tackling it through the prevention and detection of crime. This would include an examination of how well the police use the opportunities provided to them by digital technology.

CONSULTATION QUESTIONS

1. Which of these three topics (Modern Slavery; Honour Based Violence; Cyber Crime) do you think it is most important for HMIC to inspect in 2014/15?

2. Which of these three topics (Modern Slavery; Honour Based Violence; Cyber Crime) do you think is it least important for HMIC to inspect in 2014/15?

⁴ *Honour Based Violence Strategy* p.5 (ACPO, 2008). Available from www.acpo.police.uk

⁵ *Cyber Crime: A Review of the Evidence*. Home Office Research Report 75. Home Office, 2013. Available from www.gov.uk

⁶ Defined as “*offences* that can only be committed by using a computer, computer networks, or other form of ICT. These acts include the spread of viruses and other malicious software, hacking, and distributed denial of service (DDoS) attacks, i.e. the flooding of internet servers to take down network infrastructure or websites.” *Idem*, p.5.

Commissions from the Home Secretary and local policing bodies

These ad hoc commissions will be accommodated where practicable over the course of the year.

Inspection of national agencies and other (non-Home Office) forces

This programme of inspections for 2014/15 is still being finalised, with discussions taking place with the relevant bodies.

Joint inspections

Joint inspections HMIC will lead on in 2014/15

- Local Criminal Justice Partnerships
- Identifying Vulnerability and Risk in Police Case Files
- Multi-Agency Child Protection Arrangements
- Human Trafficking

Joint inspections HMIC will contribute to in 2014/15

- Custody Inspection (rolling programme)
- Substance Misuse in the Criminal Justice System
- Inspections of Youth Offending Teams (rolling programme)
- Youth Offending Teams and the Troubled Families Programme
- Road Traffic Incidents Involving Fatalities: Investigation and Prosecution
- Follow up to Disability Hate Crime
- Follow up to Statutory Charging
- Disclosure
- Achieving Best Evidence
- Digitisation of the Criminal Justice System
- Inspection of Multi-Agency Public Protection Arrangements (MAPPA).

Inspections as part of the new all-force inspection programme

Although the detailed shape and content of the all-force inspection programme will be under development for much of 2014/15, the focus will be on how well each Home Office-funded police force cuts crime (from anti-social behaviour through to organised crime and protecting vulnerable people); provides a service that is fair

(given the legitimacy of the service is an important part of its effectiveness); and provides value for money (building on our existing Valuing the Police programme). HMIC has committed to publishing an annual, force-by-force assessment of performance in these three areas every autumn.

Starting from late summer/autumn 2014, inspection teams are likely to visit each force perhaps three or four times per year to gather fieldwork evidence to produce the annual assessment. However, in the first transition year this assessment will mostly be based on evidence collected through the national thematic inspections we have already committed to conducting in 2014/15 (although some further work will be required, for example in the form of victim surveys – see below).

Principles of the all-force inspection programme

HMIC's primary aim is to provide information for the public in a way which is accessible, clear, and useful. **We therefore intend to consult extensively with the public** on the best format and level of detail of the annual assessment. This draft programme of work for 2014/15 therefore represents the start of formal and informal consultation that will take place throughout 2014.

CONSULTATION QUESTION

3. Are there particular groups of the public which HMIC should include in its consultation on the format and detail of the annual assessment?

We are also clear that to give a complete assessment, **we need to get the views of victims of crime and anti-social behaviour on the service they have received from the police.**

CONSULTATION QUESTION

4. What is the best way to gather the views of victims of crime and anti-social behaviour on the service they have received from the police?

For instance: use of existing surveys/questionnaires; focus groups; online forums; or face-to-face individual surveys?

We are also conscious of our responsibility **to keep the inspection demands we place on forces to a minimum** (and will consult fully with the police service on the design of the inspection). One idea for achieving this aim is **to issue one annual document request to feed all the inspection work** (with appropriate systems in place to pick up on any updates before inspection).

CONSULTATION QUESTIONS

5. Do you think a single annual document request is likely to pose less of an inspection demand than:

- (a) requests spread throughout the year; or**
- (b) allowing HMIC inspectors access to force intranets and internal filing systems to access the documents themselves?**

6. Do you have any other suggestions for how HMIC could collect documents from forces in a way that reduces the inspection demand?

Another option to keep inspection demands to a minimum is **to change the amount of time HMIC staffs are in force for each inspection.**

CONSULTATION QUESTIONS

7. In considering options for minimising the inspection demand, do you think HMIC should conduct inspections that are:

- (a) shorter – but more frequent; or**
- (b) longer – but less frequent?**

8. Do you have any other suggestions for how HMIC could schedule inspection fieldwork in a way that reduces the inspection demand?

Consultation

Consultation questions

1. Which of the three proposed topics for thematic inspections (Modern Slavery; Honour Based Violence; Cyber Crime) do you think it is most important for HMIC to inspect in 2014/15?
2. Which of the three proposed topics for thematic inspections (Modern Slavery; Honour Based Violence; Cyber Crime) do you think is it least important for HMIC to inspect in 2014/15?
3. Are there particular groups of the public which HMIC should include in its consultation on the format and detail of the annual assessment?
4. What is the best way to gather the views of victims of crime and anti-social behaviour on the service they have received from the police? (For instance: use of existing surveys/questionnaires; focus groups; online forums; or face-to-face individual surveys?)
5. Do you think a single annual document request is likely to pose less of an inspection demand than:
 - (a) requests spread throughout the year; or
 - (b) allowing HMIC inspectors access to force intranets and internal filing systems to access the documents themselves?
6. Do you have any other suggestions for how HMIC could collect documents from forces in a way that reduces the inspection demand?
7. In considering options for minimising the inspection demand, do you think HMIC should conduct inspections that are:
 - (a) shorter – but more frequent; or
 - (b) longer – but less frequent?
8. Do you have any other suggestions for how HMIC could schedule inspection fieldwork in a way that reduces the inspection demand?

How to respond to this consultation

Please submit your answers to these questions, together with any other comments, online at www.hmic.gov.uk or by email to contact@hmic.gsi.gov.uk, no later than close on **Monday 17 February 2014**. If you prefer, you can post responses to Ann-Marie Field, Chief Operating Officer, HMIC, 6th floor Globe House, 89 Eccleston Square, London, SW1V 1PN.

If you have a complaint or comment about HMIC's approach to consultation, you can register this at: www.hmic.gov.uk/Pages/haveyoursay.aspx.

How consultation responses will be reviewed

HM Chief Inspector of Constabulary will consider respondents' views and, if he decides necessary, change the proposed inspection programme before putting it to the Home Secretary for approval. In accordance with the Police Act 1996, Schedule 4A, paragraph 2, the Chief Inspector of Constabulary must obtain the approval of the Home Secretary before publishing his inspection programme.

The results of the consultation will be made available on HMIC's website at www.hmic.gov.uk/consultations. Please indicate in your response if you do not wish it to be published (to note, HMIC may summarise responses for publication).

Thomas P Winsor
Her Majesty's Chief Inspector of Constabulary

15 January 2014

Dear Adrian,

HMIC's new programme of regular force inspections

As you know, in a Written Ministerial Statement laid on Wednesday 18 December 2013, the Home Office announced its decision "*to fund a new annual programme of [HMIC] all-force inspections*". I promised to keep you updated on our plans in relation to this programme; this letter forms the first of these updates.

Until now, HMIC has principally fulfilled its core function of inspection and reporting on the efficiency and effectiveness of forces in England and Wales (as required by section 54(2) of the Police Act 1996) by monitoring data provided by police forces. However, my fellow HMIs and I consider that such an approach carries the risk that potential problems may be missed. The recent mid-Staffordshire NHS case – in which the absence of regular, on-the-ground inspection resulted in the Care Quality Commission failing to identify severe shortcomings in the provision of services because, on the surface, the health trust was performing reasonably well – has been very much in mind during these deliberations. The HMIC Board therefore considers that routine and regular inspections are the most reliable basis for sound, thorough and comparative assessments of police efficiency and effectiveness.

The new programme of annual all-force inspections will proactively assess how well each force:

- cuts crime;
- provides a service that is fair; and
- provides value for money.

Unlike previous annual assessments of police performance (such as the Policing Performance Assessment Framework), our new approach will regularly examine what is happening on the ground in forces. Data analysis will be used to support, rather than make, judgments about how well forces are performing.

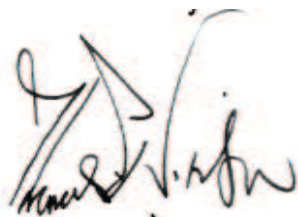
I am conscious of our responsibility to keep the burden we place on forces to a minimum. To this end, HMIC will increase the amount and extent of its consultation with the police service in developing both the overall programme, and the inspections within it. We will do this by:

- asking the HMIC Reference Group (which includes representatives of ACPO, APCC, the College of Policing, the Home Office and HM Treasury) to meet more frequently for the period of our change programme; and
- putting in place plans to give all forces and PCCs the opportunity to discuss concerns in relation to potential inspection burden, be fully informed about its likely effect, and – most

importantly – to work with us to help find a solution in which proportionate demands on forces are balanced with achieving the aim of increasing public understanding of how their police are performing.

More details on the programme, and the associated consultation exercises, will be sent to you soon. Should you have any questions about this work, please feel free to contact me, or HMI Stephen Otter.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Thomas P Winsor', written in a cursive style.

Thomas P Winsor
Her Majesty's Chief Inspector of Constabulary

Schedule of HMIC Inspections

	October 2013	November 2013	December 2013	January 2014	February 2014	March 2014	April 2014	May 2014	June 2014	July 2014	August 2014	Comments
Inspection Title												
Crime Data Integrity	Data Collection - completed		Stage 1 Inspection completed			Stage 2 Inspection scheduled						
Domestic Abuse		Data Collection - complete	Inspection - completed		Draft HMIC Report Anticipated							
Strategic Policing Requirement	Inspection - completed				Draft HMIC Report Anticipated							A 3 year programme of inspection and will feature in HMIC's schedule for 2014/2015 which is not yet available.
Making Best Use of Police Time			Data Collection - December/January 2014		Inspection scheduled							
Undercover					Inspection scheduled			Draft HMIC Report Anticipated				
Valuing the Police 4						Data Collection commences	Inspection scheduled Provisionally					
Child Sexual Exploitation												Latest HMIC position; CoLP probably not being inspected.
Road Deaths												HMIC confirmed: CoLP are not being inspected.
Child Protection												Latest HMIC position: will be inspected, not scheduled but will not be before March 2014.
Building the Picture												HMIC has not scoped this inspection, but it will likely include PND and Intelligence.

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Agenda Item 8

Committee:	Date:
Police: Performance and Resource Management Sub Committee	26 th February 2014
Subject: HMIC Stop and Search Inspection update	Public
Report of: Commissioner of Police Pol 11/14	For Information

Summary

This report provides an update to the report to your Sub Committee in November 2013 (Pol 53-13), which provided Members with an initial update on Her Majesties Inspectorate of Constabulary (HMIC) Stop and Search Inspection.

This report gives an up to date position on the national recommendations and also the specific City of London Police observations made by HMIC when the Force was inspected. This is being monitored by the Force's Stop and Search Working Party and the Force's Performance Management Group (PMG) at which the Town Clerk's representatives attend.

A number of the areas identified at a national level are still awaiting guidance or direction from either the Association of Chief Police Officers (ACPO) Chief Constable's Council, or the College of Policing.

Members may wish to note that since the last report to your Sub-committee in November 2013, one of the key areas of progress is that the Stop and Search Community Scrutiny Group has been formed and the inaugural meeting was held on the 19th December 2013 where Terms of Reference for the group were discussed and agreed and standing agenda items were agreed for future meetings of the group.

Recommendation(s)

Members are asked to note the report

Main Report

Background

1. Between October 2012 and April 2013, Her Majesties Inspectorate of Constabulary (HMIC) conducted a national inspection of all 43 police forces in

England and Wales in Stop and Search. The inspection was entitled ‘Stop and Search Powers: Are the police using them effectively and fairly?’¹

2. The objectives for this inspection were:
 - to determine how effectively and fairly the police service is using the powers of stop and search in the fight against crime;
 - to establish whether operational police officers know how to use stop and search powers tactically as part of evidence-based practice to fight crime; and
 - to identify how the powers can be used in a way that builds the public’s trust in the police, supporting the legitimacy of the service rather than eroding it

3. An initial report on the outcomes and findings of the HMIC inspection was submitted to your Sub Committee in November 2013 (Pol 53-13 refers). The recommendations from this inspection are listed below with a further update of the current position within the CoLP for each of the recommendations.

4. With reference to a number of the national recommendations, progress is dependent upon guidance and / or direction from the College of Policing and through Chief Constables Council. It is possible, although not explicitly articulated, that owing to the new formation of the College and other priorities, this is still a work in progress.

Current Position

Recc No	Recommendation	CoLP position
1	Chief Constables and the College of Policing should establish in the stop and search Authorised Professional Practice document a clear specification of what constitutes the effective and fair exercise of stop and search powers, and guidance in that respect. This should be compliant with the code of practice.	Awaits guidance from Chief Constables Council and the College of Policing. Nothing in the feedback from either inspection from HMIC or NPIA gave cause for concern.
2	Chief Constables should establish or improve monitoring of the way officers stop and search people, so that they can be satisfied their officers are acting in accordance with the law (including equality legislation and the code of practice), and that the power is used effectively to prevent crime, catch criminals and maintain public trust. This monitoring should, in particular, enable police leaders to ensure officers have the reasonable grounds (and, where applicable, authorising officers have the reasonable belief) required by law to justify each stop and search encounter.	Both inspections found that supervision of stop & search was carried out by first line supervisors and was an ongoing process. There is continuing work, through the Organisational Learning Forum to ascertain any issues connected with individual stops, and any subsequent learning and dissemination of this learning to the relevant staff. Recent changes have placed more onus upon first line supervisors who supervise all forms prior to input onto the Crime and Intelligence database by FIB (From

¹ <http://www.hmic.gov.uk/media/stop-and-search-powers-20130709.pdf>

		6/1/14)
3	Chief Constables should ensure that officers carrying out stop and search encounters are supervised so that they can be confident that the law is being complied with and that the power is being used fairly and effectively. Particular attention should be given to compliance with the code of practice and equality legislation.	This is covered at point 2.
4	The College of Policing should work with Chief Constables to design national training requirements to improve officers': understanding of the legal basis for their use of stop and search powers; skills in establishing and recording the necessary reasonable grounds for suspicion; knowledge of how best to use the powers to prevent and detect crime; and understanding of the impact that stop and search encounters can have on community confidence and trust in the police. Specific training should also be tailored to the supervisors and leaders of those carrying out stops and searches.	Still awaiting resolution from the College. The NPIA 'Next Steps' inspection ² identified Stop & Search training delivered to new recruits, both regular & special constables, by the CoLP as good practice. This training includes an input by a community representative who is a published commentator on the subject.
5	Chief Constables should ensure that officers and supervisors who need this training are required to complete it, and that their understanding of what they learn is tested.	This requires further work through Chief Constables and the Policing College to establish any learning needs in addition to those training products currently being delivered (linked to recommendation 6).
6	Chief Constables should ensure that relevant intelligence gleaned from stop and search encounters is gathered, promptly placed on their force intelligence systems, and analysed to assist the broader crime fighting effort.	Recording of Stop & Search encounters are recorded on the Force Crime and Intelligence System and have been since August 2013. This was actioned with the specific purpose to capture stop & search data, in quick time, to inform ongoing police operations in order to counter criminality such as terrorism, acquisitive crime and low level crime by organised crime gangs.
7	Chief Constables should, in consultation with elected local policing bodies, ensure that they comply with the code of practice by explaining to the public the way stop and search powers are used in their areas and by making arrangements for stop and search records to be scrutinised by community representatives. This should be done in a way that involves those people who are stopped and searched, for example, young people.	A Stop & Search Community Scrutiny Group has been formed. The inaugural meeting was held on 19 th December 2013. The membership includes representation from the IAG and City community. Next meeting is 11 th February.
8	Chief Constables should ensure that those people who	Historically and currently, there

² The 'Next Steps' Inspection on Stop and Search, was conducted by the National Policing Improvement Agency (NPIA) in November 2012 which was reported to your committee in February 2013. The findings from this inspection were positive for the Force.

	are dissatisfied with the way they are treated during stop and search encounters can report this to the force and have their views considered and, if they wish, make a formal complaint quickly and easily. This should include gathering information about dissatisfaction reported to other agencies.	have been a low number of complaints connected to the use of Stop & Search within the City (7 since January 2013). These complaints are closely supervised by PSD and there are no trends identified from those complaints. Customer Satisfaction Surveys are sent to those making complaints to the CoLP. In addition surveys have been sent to residents and the business community to establish their confidence in the CoLP complaints system including why they may not have made a complaint against police in the past. A further update on outcomes of this survey will be reported to your next Sub Committee.
9	Chief Constables should introduce a nationally agreed form (paper or electronic) for the recording of stop and search encounters, in accordance with the code of practice.	The Force awaits recommendations from Chief Constables' Council.
10	Chief Constables should work with their elected local policing bodies to find a way of better using technology to record relevant information about stop and search encounters, which complies with the law and reveals how effectively and fairly the power is being used.	The technology requirement has now been included in the user specification for the Force mobile devices project and we are looking at a roll out in November 2014. This is being led by I&I. The use of Airwave option has been fully explored, but was discounted due to cost and the progression of the other work stream.

5. In addition to the outcomes from the National Thematic Inspection, feedback contained in the CoLP Force inspection report contained the following observations. As before, the current position within the CoLP is added after each observation.

No	Observation	CoLP position
1	Statistical data could be provided to police committee on an agreed regular basis.	Data is already supplied to CoLP Performance Management Group (PMG) on a quarterly basis to which the lead Member for Performance and representatives of the Town Clerk's office in its capacity as the Police Authority are invited and attend. However, an annual report could be submitted to the Performance Sub Committee in May of each year to review the previous year's data if preferred.

2	Publish a force definition of an effective outcome from the use of stop and search powers.	National guidance is still not forthcoming so the Force will work in the next period to work up a force definition of an effective outcome- (this will then be refreshed and informed by the national guidance when it is published) This will be managed by the Force Stop & Search Working Party. Stop & searches resulting in an arrest are already monitored and reported at the Force PMG.
3	To monitor and analyse the effectiveness of the use of the power.	See number 6 of the above national recommendations.
4	To analyse or review for effectiveness, fairness or impact upon the community	This is a standing item at the new Stop & Search Community Scrutiny Group. No issues brought up at the inaugural meeting on the 19 th December 2013.
5	To analyse the effects of the use of stop and search powers on recorded and detected crime, including mapping of searches against crimes.	The Force Intelligence Bureau has been tasked to consider tracking all individuals that have been stopped and searched in order that any recidivism can be monitored in relation to future offending patterns. This applies rigour to the process by following evidence based management and gives an indication as to which interventions work best to prevent crime.
6	To conduct public surveys seeking the views of people subjected to stop and search by the force.	This requires further work to be directed by the Force Stop & Search Working Party with a view to using the same mechanisms currently used by the Force for satisfaction surveys. Surveys will be conducted with sufficient rigour to ensure that sufficient samples will lead to statistically significant results.
7	To conduct force audits to assess the fair and effective use of stop and search.	This has commenced. No untoward trends have been identified. New work has commenced this year (since 6/1/14)
8	To ensure all records contain sufficient information to support reasonable grounds.	This is linked to the above. Any trends will be fed into the Organisational Learning Forum to inform any future training requirement. All Stop & Search records are countersigned by the officer's supervisor.

Community Scrutiny Group

6. At the last meeting of your Sub Committee, Members expressed particular interest in the formation of the new Stop and Search Community Scrutiny Group. This met on the 19th December 2013 and discussed the terms of reference for the way forward, along with agreement around the key areas which will need to be transparently examined by the membership. A brief resume of key issues raised along with mitigation plans, if appropriate, will be included in future updates. The next Community Scrutiny Group is scheduled for the mid February 2014.

Conclusion

7. Members should be reassured by the Force's approach and track record for historic proportional use of Stop and Search. However, the City of London Police recognises that this is an area where further enhancements will aid process and transparency, which will ensure that the Force continues to perform well in this area of business.

Background Papers:

Pol 53-13- HMIC Stop and Search Inspection

Contact:

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Uniformed Policing Directorate

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Agenda Item 9

Committee: Police: Performance and Resource Management Sub Committee	Date: 26 th February 2014
Subject: Victim Satisfaction	Public
Report of: Commissioner of Police Pol 12/14	For Information
<u>Summary</u>	
<p>The current Policing Plan target for Victim Satisfaction is 90%. Members will be aware from previous quarterly Performance reports to your Sub Committee that this target will not be achieved for 2013-2014. Performance against this target has been historically strong over previous years but has seen a recent dip to 84%. Themes that have arisen in previous victim satisfaction surveys seem to be repeated, notably managing expectations around CCTV, timeliness, quality of supervision, follow-up and victim update. Quarter 3 does show an improvement in 'follow up and 'action taken' but levels maintained in other areas mean that the 'whole experience' is still impacted.</p> <p>The Force has been working to identify the main issues and put remedial measures in place to improve victim satisfaction. These include reinforcement through first line supervisors of the importance of victim contact, managing expectations of victims more proactively around use of CCTV, ensuring letters to victims are clear and articulate why a crime is being dealt with in the way that it is and ensuring victims are being kept informed of progress by exception reports to line management. Firm measures have also been put in place to manage extenuating circumstances such as where the Officer in the Case (OIC) is absent for some reason. Supervisory contact has also been introduced but particularly for violent crimes. A number of other practical measures have been put in place, which focus on the Victims Code.</p> <p>Future work in development that it is anticipated will also realise improvements, includes resourcing a dedicated CCTV function within the Force; a fundamental end-to-end review of the Crime Investigation process by an external consultant in order to realise efficiencies and improvements to the victim experience; and consultation and with other Forces, initially with Bedfordshire Police, to share experiences and devise good practice.</p> <p>Members will note that the Force is being proactive in seeking ways to improve the experience of Victims of Crime. The Victims of Crime Action Plan is being refreshed and will be presented to the Force's Performance Management Group to monitor actions to ensure they are having an impact.</p>	
<u>Recommendations</u>	
It is recommended that Members note the contents of this report.	

Main Report

Background

1. Members will be aware from previous reports on quarterly performance against targets to your Sub Committee that there has been a decline in the levels of victim satisfaction over the course of this year. This was discussed at your November Sub Committee and the Assistant Commissioner undertook to bring a more detailed report back to this Sub Committee regarding measures in place to address this.
2. Victim Satisfaction remains an important target for the Force and this is monitored and addressed through the Force's Performance Management Group which is chaired by the Assistant Commissioner and attended by representatives of the Town Clerk's department.

Current Position

3. The Force's current target is to ensure at least 90% of victims of crime are satisfied with the service provided by the police. Performance against this target is currently at 84%. Over the past three quarters the highest level achieved has been 85.6%, which was at the end of the second quarter. The Force has scored highly in the categories of 'ease of contact' (97.3% satisfaction) and 'treatment' (95% satisfaction); however, 'action taken' and 'follow up' have both been around 84%, which has impacted on the 'whole experience' rating that this target is measured against.
4. Quarter 3 does however show an improvement in "Follow Up" and "Action Taken", the two areas where it was felt an improvement was required, given that the correlation between improvements previously seen in these areas affected the "whole experience". The principal recurring theme over the previous two quarters (Q1 and Q2) cited by victims as the main reason for dissatisfaction was not being kept informed about what is happening with their case. Despite remedial action taken it is clear that further improvement is needed.
5. The victim satisfaction survey poses questions across the following areas:-
 - Ease of Contact
 - Action Taken
 - Follow up
 - Treatment
 - Whole Experience

6. For Members reference, the table below illustrates the performance in these areas for Q1, Q2, Q3 in 2013-14.

2013/14	Ease of Contact	Actions Taken	Follow Up	Treatment	Whole Experience
Q1	92.6%	79.1%	82.6%	94.1%	82.7%
Q2	97.6%	83.3%	82.5%	96.7%	85.8%
Q3	97.3%	84.9%	83.4%	95.0%	84.0%
YTD	95.9%	82.7%	82.8%	95.3%	84.2%
(2012/13)	(95.1%)	(82.3%)	(83.6%)	(94.4%)	(85.6%)

7. In addition, the graph below shows performance from Q1 in 2010/2011 to Q3 2013/14. Members will be able to see that performance in all areas has been fairly sporadic since 2010/11 but with a more steady decline in 'whole experience' since 2012-13.

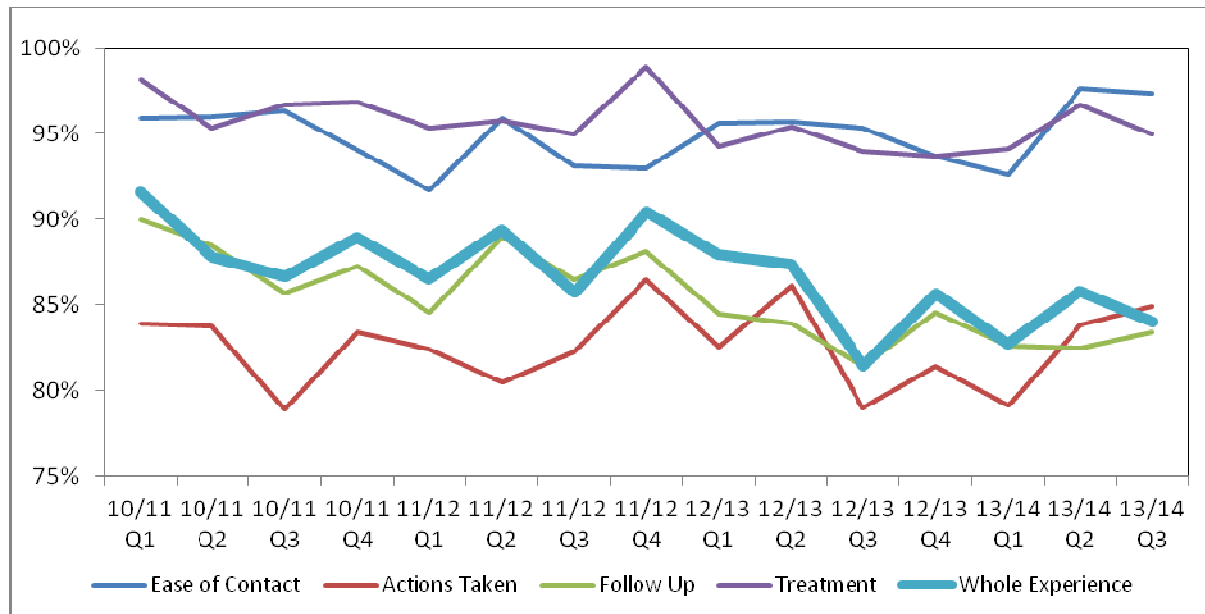


Chart 1: Satisfaction by quarter since April 2010

8. Overall performance has dropped below 90% since the peak of Q4 2011/12. There have been slight improvements but not sustained. The 'whole experience' is affected by any negative experiences during the victim's journey.

Improvement work

9. The following section articulates the remedial measures put in place in order to achieve further and sustained improvement.

- A concerted drive to ensure first line supervisors are responsible and accountable for their officers (1st line contact with victims) maintaining the

agreed victim contract, managing victim's expectations, responding expeditiously to victims concerns and treating victims with the respect and dignity they deserve. This is being managed with 1:2:1s and dip sampling.

- All officers have been given direction concerning CCTV and managing victims' expectations around this more robustly. All staff and supervisors involved in Crime Investigation have been made aware of the obligations of their staff, in keeping victims informed on the realities of scanning CCTV footage.
- The Crime Management Unit (CMU) send out a letter advising who is the Officer in the Case (OIC) and the crime number. This also includes a 'victim letter'¹ in instances of crimes being screened out. Since 26th August 2013, the CMU supervisors have adopted a new policy where they personally contact the victim to explain the reason why it has been decided to screen their crime out at the first instance with no further investigation. This again is a measure which will help victims understand the reasons for the screening out and assist in managing their expectations.
- It is recognised that the key factor is the quality of the engagement that victims receive and so this is a major element of the measures to ensure that personal contact is maintained. There has been an improvement in the number of victim contacts (% of victim contacts made during a calendar month)

10. Keeping victims informed:-

- The Crime Directorate supervisors and Uniform Policing supervisors are provided with a monthly victim exception report. This report is provided at least 5 days before the end of the calendar month and provides supervisors with an indication of those crimes that have not had a victim contact for the last 28 days. The immediate supervisor has a responsibility to ensure that the Officer in the Case (OIC) complies with meaningful updates to the victims. Uniform Policing officers have a low level of crimes to investigate but of those assigned, they have already made significant improvement in the percentage of contact and quality of engagement.

11. In order to drive improvements, a direction has been given by the Crime Directorate Senior Management Team, that dissatisfaction must be flagged. The OIC must inform their supervisor as soon as any dissatisfaction on the part of the victim has been identified, and the supervisors must contact them to discuss it. If an issue has the potential to escalate then the Inspector is informed. In addition, victim satisfaction forms part of the monthly supervisor review with a 'bring forward' date process.

¹ Victims letter offers advice and guidance on for example contact with victim support

12. Firm arrangements are put in place for those circumstances where the OIC is on leave or off sick. However it has been made clear that it is unacceptable for an officer to tell the victim that they are too busy to provide an update or carry out an action.

13. Supervisory contact:

- Supervisors now send out details to victims introducing themselves as the OIC's supervisor, and contact the victim within 10 days of the crime being reported to ask the victim if they are happy with how the matter is being progressed.
- Within the pro-forma letter sent out to victims of violent crime, an extra line has been added - "should you feel at any stage that the investigation is not being progressed as it should be, or you have any concerns, please contact the Detective Inspector (plus contact details).

14. CCTV

- It has been recognised that a dedicated unit would potentially reduce delays in both retrieval and viewing, and improve offender identification. This has proven to be the case with both the Burglary Squad and specific Operations within CID who have operated this practice and utilised a dedicated resource.
- The authority and resources have now been given to set up a unit specifically for CCTV collection, collation and production of products to assist in the more timely identification of offenders. Resourcing options are currently being examined, and consultation with the Metropolitan Police Service (MPS) and the British Transport Police (BTP) is taking place to identify good practice.

15. Victim Code

- A comprehensive internal communication plan on the Victim Code was launched in December 2013 along with public information on the Force website and front offices and training material for delivery to all frontline officers.

Review of Crime Investigation process

16. The City of London Police has also recruited an independent consultant to oversee a thorough review and examination of the end-to-end investigation of volume crime, from instigation to finalisation. Early indications are that this review will identify a number of key areas where the process of crime investigation can be improved and reduce the bureaucratic elements that often frustrate victims.

Future planned work

17. As shown above, mechanisms and improvements are currently in place or being put in place to address the decrease in performance in this area and to improve the victims' experience.

18. Work recently instigated to identify best practice includes:

- Interaction with Bedfordshire Police and other forces to share learning and good practice

- Process improvements

Process improvements are being realised from Supervisors utilising the "Brought Forward (B/F) Date Facility" on the Crime Recording System to allow supervisors greater oversight and visibility on the timeliness of investigations.

- PDRs

Victim contact will be placed as a performance indicator on Personal Development Reviews (PDRs) for Crime supervisors.

- CCTV Policy

Development of a firm CCTV policy that can help manage the expectations of victims.

Conclusion

19. Members will note the remedial measures put in place described above, and the further planned improvement work over the coming period, to seek an improvement in the performance against this target in the final quarter, but more importantly during the coming year. The Force is seeking a range of ways to create a better experience for Victims of Crime.

20. The improvements to process and supervision, the Review of Investigation and seeking best practice in consultation with other Forces will assist with further improvement. In addition, the Force is refreshing its Victims of Crime action plan in order that the improvements can be monitored at the Force's Performance Management Group.

Contact:

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Committee: Police : Performance and Resource Management Sub Committee	Date: 26 th February 2014
Subject: Value for Money (VFM) update	Public
Report of: Commissioner of Police Pol 13/14	For Information

Summary

Her Majesty's Inspectorate of Constabulary (HMIC) produces Value for Money (VFM) profiles for all police forces as a means of comparing budgets and spending with each other. This was presented to your Sub Committee on the 8th February 2013 (Pol 08-13 refers). The majority of forces fall into defined clusters using most similar groupings. The City of London by its very nature does not have a most similar comparator and as such is an "outlier" in many areas).

It has largely been acknowledged by the Force and Members that the HMIC Value for Money (VfM) Profiles provide no useful comparison data for Benchmarking purposes. As a result, Members asked the Force in partnership with the Chamberlain's and Town Clerk's departments, to explore alternative approaches to ensure the City of London Police are delivering value for money in its policing services to the City Community.

Key areas of work being explored are:

- Internal Audit has agreed to provide independent assurance on the benchmarked statistics that the Force provides to HMIC
- Work with external advisers who have experience of working with Police Forces. A proposal was sent to accounting firms, who have carried out similar work with forces and the City of London Corporation in the past. Three proposals have been received and are currently under assessment
- The Force will continue to monitor its performance using the HMIC Value for Money profiles as a means of comparing budgets and spending on a year by year basis.

This report outlines the steps taken since your last Sub Committee in November to provide independent scrutiny of the value for money process, and in doing so drive efficiencies and cost savings where applicable.

Recommendations

It is recommended that this report be received and its contents noted.

Main Report

Background

1. On 8th February 2013 Police Performance and Resource Management Sub Committee received a report of the Commissioner on the most recent version of the HMIC's VfM Profiles (Pol 08-13 refers).
2. As a result Members asked for more work to be done on justifying the Force's uniqueness and on explaining why the City of London Police was such a high spender in many areas particularly in terms of support service functions. This work was carried out and Members noted the contents of the report at the Performance and Resource Management Sub Committee in May 2013.
3. In addition, Members asked for more work to be done in partnership with the Chamberlains and Town Clerk's departments to ensure the City of London Police are delivering value for money in its policing services to the City Community. A further report was requested to articulate alternative approaches to benchmarking as it was acknowledged that the HMIC VfM Profiles were of little value to the Force and the Police Authority in this respect.

Current Position

4. In relation to comparative analysis, further advice was sought from HMIC in regard to benchmarking against similar forces but they were unable to assist as they do not make a "most similar Force" comparison for the City of London. The Force attempted comparison with the UK Police Force nearest to our staff make up (Warwickshire). This did not provide any meaningful outcome as they provide policing services over a vastly different geographic and demographic area.
5. In order to provide some objective analysis the Assistant Commissioner held a meeting with representatives from Chamberlains and Town Clerk's departments. The objective was to introduce an element of external, independent scrutiny to the value for money process, and in doing so drive efficiencies and cost savings where applicable.
6. The Head of Corporate Performance and Development has identified similar issues when carrying out benchmarking of the City of London Corporation. Their processes utilise a variety of management costs, performance data and benchmarking information as appropriate to measure the efficiency and effectiveness of its services. In areas where comparisons can be made with local authorities, benchmarking is carried out. These exercises generally show the City Corporation to be a high cost provider of corporate services, but with a track record of high performance. This is similar to the position of the Police.
7. Internal Audit has agreed to provide independent assurance on the benchmarked statistics that the Force provides to HMIC. Internal Audit already undertakes a similar role for the City's Efficiency and Performance (Finance) sub-committee. This involves examining specific areas of spend identified by

Members, including a detailed analysis of transactions and considering whether value for money is being considered when procuring services.

8. It was also agreed at the meeting that the Business Support Director in the Chamberlain's Department, would work with external advisers who have experience of working with Police Forces. A proposal was sent to accounting firms, who have carried out similar work with forces and the City of London Corporation in the past. Three proposals have been received and are currently under assessment and It is envisaged that the results of this could go some way to overcome the difficulty in making comparison with other forces
9. The Force will continue to monitor its performance using the HMIC Value for Money profiles as a means of comparing budgets and spending on a year by year basis. In addition, the HMIC has now offered to assist us in developing a new methodology for assessing VfM and discussions with them have begun, although at this stage, given their current workload, it is not clear on the timescale or scope for this assistance.

Conclusion

10. The next steps of this process will be:
 - Confirmation within Internal Audits three year work plan of the assurance role described in paragraph 7.
 - Final assessment and commissioning if appropriate, of work by external advisers of benchmarking work described in paragraph 8.
 - Clarification of scope, scale and timescales for HMIC assistance described in paragraph 9.
11. This programme of external scrutiny will continue to explore and drive efficiency in all areas of our services. With an ever increasing demand on our services in a tight financial environment, efficiency and value for money are fundamental to the decision making processes of the City of London Police particularly where it relates to service provision, and this will continue to be the case.

Contact:

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Committee: Police Performance and Resource Management Sub-Committee	Date: 26 th February 2014
Subject: Third Quarter Performance against Targets in the Policing Plan 2013-16	Public
Report of: Commissioner of Police POL 08/14	For Information
<u>Summary</u>	
<ol style="list-style-type: none"> 1. This report summarises performance against the Policing Plan 2013-16 for the third quarter of the 2013-14 financial year. 2. At the end of December 2013, of the 28 policing plan targets, 24 were on track to be met (GREEN), 2 were graded as AMBER, indicating that additional work is required to ensure the targets are met, 2 have been graded RED, indicating they are unlikely to be met by the end of the year. 	
1.1.1a Increase the number of engagements with the community aimed at deterring people supporting terrorism or violent extremism	GREEN
1.1.1b All relevant plans within CoL scrutinised by the CT Architectural liaison team	GREEN
1.1.1c Deploy intelligence led, high visibility policing operations to counter the terrorism threat and reassure the public	GREEN
1.1.1d Ensure that at least 90% of people surveyed consider the City of London Police is prepared and capable of policing the terrorist threat effectively	GREEN
1.2.1a Increase the number of government and industry sectors providing economic crime data to the National Fraud Intelligence Bureau	GREEN
1.2.1b Increase quantity and quality of fraud prevention products disseminated by the N FIB (Quality/Quantity)	GREEN GREEN
1.2.1c Disrupt the top 10 organised crime groups causing the greatest harm	GREEN
1.2.1d Ensure at least 90% of fraud victims are satisfied with service provided	GREEN
1.2.1e Increase by 10% the no. of officers, public sector and private sector fraud investigators trained by the Fraud Academy	GREEN
1.2.1f Conduct reviews of investigations to inform Fraud Academy training courses and best practice toolkits	GREEN
1.3.1a Meet all national requirements for public order mobilisation to support the SPR	GREEN
1.3.1b Deliver ongoing organisational improvements and development relating to public order deployments (complaints)	GREEN
1.3.1b (2) As above (Debriefs)	GREEN
1.3.1c Ensure that at least 85% of residents and businesses are satisfied with the information received in relation to pre-planned events	GREEN
1.4.1a Reduce levels of victim-based violent crime compared to 2012-13	RED
1.4.1b Reduce levels of victim-based acquisitive crime compared to 2012-13	AMBER

1.5.1a Support the City of London Corporation’s casualty reduction target through enforcement and education activities	GREEN
1.5.1b Increase the number of uninsured vehicles seized and unlicensed drivers apprehended compared to 2012-13	AMBER
1.5.1c Increase the number of referrals to the Safer Cycle Scheme compared to 2012-13	GREEN
1.5.1c(2) Increase the number of referrals to the Driver Alert Scheme compared to 2012-13	GREEN
1.6.1a Ensure that at least 90% of those reporting antisocial behaviour are satisfied with the service provided by the police	GREEN
1.6.1b Reduce the average annual number of rough sleepers in the City	GREEN
1.6.1c Actively promote, with partners, effective stewardship and crime prevention activities within licensed premises	GREEN
1.6.1d Run intelligence led operations to target threats associated with the night time economy	GREEN
1.7.1a Ensure at least 85% of City street population surveyed consider the police in the City of London are doing a good or excellent job	GREEN
1.7.1b Ensure at least 90% of victims of crime are satisfied with the service provided by the police	RED
1.7.1c Respond to at least 95% of 999 calls within the national target of 12 minutes	GREEN

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 targets and measures published in your Committee’s Policing Plan 2013-16 for the first, second and third quarters of the 2013-14 financial year. All relevant performance information is contained within Appendix ‘A’ with only those areas where targets currently graded as AMBER or RED highlighted within the body of the report itself.
2. As previous reports, this performance report includes a brief overview of Force performance that is not covered by specific targets.

3. There are some targets that have bespoke traffic light definitions, which are referenced in Appendix A. The general traffic light criteria used in these reports is as follows:
 - Green – target on course to be achieved by due date;
 - Amber – target will not be met without additional work/resources;
 - Red – unlikely the target will be achieved, even with additional work/resources or the target has not been achieved by the due date;
 - White – no data.

Current Position

Overview of Force Performance

4. Last quarter's report to your Committee highlighted that it had been a challenging start to the financial year. In some respects that level of challenge continues, although progress is being made against the policing plan targets and the Force has enjoyed some notable successes outside of performance against targets.
5. A comparison with the same period last year shows that between 1st April 2013 and 31st December 2013:
 - Total victim-based crime (which includes violence against the person, sexual offences, robbery, burglary, theft and criminal damage) rose by 3.8% (128 more offences than the previous year). The largest increases were recorded in the categories of violence against the person with injury (38 more offences), theft from the person (63 more offences), shoplifting (40 more offences) and bicycle theft (27 more offences). However, increases were offset by reductions in other areas, for example there were 72 fewer non-domestic burglaries and 'theft other' fell by 32 offences compared to last year.
 - Whilst the detection rate for total victim-based crime has continued to improve over the course of the year (16.8% at the end of the first quarter, 18.6% at the end of the second quarter and 19.3% at the end of the third), it remains below the 20.5% recorded at the same point last year.
 - Crimes against statute, which includes drugs offences, possession of weapons, public order offences and 'miscellaneous crimes against

society'¹, fell compared to 2012-13, by 20.8% or 159 fewer crimes. The principal reason for this reduction is the fact that certain fraud cases are no longer recorded as crimes against statute (an HMIC decision), accounting for nearly a third of the offences (56 of the 159 fewer crimes). There were 24 fewer public order offences (affray and s.5 Public Order Act offences) compared to last year, and 57 fewer drugs offences. Finally, there were 20 fewer offences of going equipped/handling/possession of weapons.

- At the end of the third quarter, total notifiable crime was down by 0.8% or 31 fewer offences (4100 crimes compared to 4131 the previous year). The overall detection rate was 28.1%, 3 percentage points lower than the 31.1% recorded last year.
6. In addition to those items reported in last two quarters' reports, notable Force achievements and activities during the third quarter include:
- During October, the Force took part in a multi-agency operation to address unwanted sexual behaviour on public transport, which resulted in 15 arrests.
 - Also during October, a person described as heading the UK's most extensive car insurance scam was sentenced to 3 years imprisonment following a successful investigation by the Insurance Fraud Enforcement Department (IFED).
 - During November the Force's Dog Unit assisted the MPS in a search of a property in E16. The dog's involvement led to the discovery of a hidden safe containing £100,000 cash and £100,000 worth of gold. Over the course of the year, the Dog Unit has completed 226 general deployments and 341 drug searches, one of which resulted in the seizure of 4kg of heroin.
 - Also during November, Microsoft applauded the swift action of the Police Intellectual Property Crime Unit (PIPCU) tackling cyber criminals who were using IT to sell over £100,000 worth of counterfeit products.
 - During December IFED made its 400th arrest after being in operation for only 2 years.

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

Target Performance

7. **1.4.1a - Reduce levels of victim-based violent crime compared to 2012-13.** Performance against this target has now been assessed as RED, indicating that this target will not be achieved by year end. By the end of the third quarter the Force had recorded a 15.4% increase compared to the same point last year, which is 65 more offences.
8. Throughout the year the Force has run special operations targeting violent crime and the night-time economy. A broad range of range of tactics have been used and additional covert resources have been deployed inside licensed premises who then alert officers to situations that might lead to incidents of violence. On top of this, the Support Group have deployed saturation patrol tactics in affected areas, preventing further offences from occurring. Intelligence analysis has shown that there has been no discernible pattern to the offending and offenders have frequently been first-time offenders that are unknown to the criminal justice system.
9. The point has been made in previous reports but is restated; the reality of this statistic is that levels of violent crime in the City of London are running at an average of just under 2 per day, which is by far the lowest level in any comparable urban area. To pre-empt where those 1 or 2 offences might occur and preventing them provides an indication of the nature of the challenge the Force faces. However, even with the knowledge that the target is unlikely to be met, over the course of the final quarter the Force will be implementing specific problem solving models and will continue to use all available tactical options to keep the inevitable increase as low as possible.
10. **1.4.1b Reduce levels of victim-based acquisitive crime compared to 2012-13.** By the end of December, the Force had actually achieved the year to date target, recording 2813 offences against a target of 2852 offences. However, performance against this target has been assessed as AMBER in recognition of the fact that the target will only be achieved by year end with sustained and focused effort, which the Force is committed to delivering.
11. **1.5.1b – Increase the number of uninsured vehicles seized and unlicensed drivers apprehended compared to 2012-13.** At the end of the third quarter the Force had recorded 347 unlicensed and uninsured seizures compared to 384 at the same point last year. Specific operations continue to be delivered at weekends (when more resources, including use of Special Constables, are able to be used), which is also a time when historically there have been more ANPR activations. Analysis has shown that over the last

quarter the number of ANPR activations has actually reduced by around 15%, indicating that there are fewer uninsured vehicles entering the City. It may be that the success of this target is actually making the current target more difficult to achieve as the pool of uninsured vehicles available to seize is lower than last year. To achieve this target the Force will need to seize an average of 45 vehicles per month over the final quarter. Current indications are that this target is likely to be achieved by year end.

12. **To ensure at least 90% of victims of crime are satisfied with the service provided by the police.** This target will not be achieved by year end. Over the past three quarters the highest level achieved has been 85.6%, which was at the end of the second quarter. The Force has scored highly in the categories of ‘ease of contact’ (97.3% satisfaction) and ‘treatment’ (95% satisfaction); however, ‘action taken’ and ‘follow up’ have both been around 84%, which has impacted on the ‘whole experience’ rating that this target is measured against.
13. The third quarter survey had not been fully analysed by the time this report was prepared, however, the results of that analysis will be submitted to your Sub Committee in the end of year report. There is a Victims of Crime Action plan, which is presented to your Sub Committee today as an agenda item.

Conclusion

14. Overall the Force ended the third quarter in a stronger position than it ended the second. However, it is now clear that the two areas of concern highlighted last quarter where the targets might not be met (reduce victim-based violent crime and the victim of crime satisfaction level) are unlikely to be achieved.

Background Papers:

- **Appendix “A” Performance Summary non-public**

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Committee: Police Performance and Resource Management Sub-Committee	Date: 26 th February 2014
Subject: Policing Plan Measures 2014-15	Public
Report of: Commissioner of Police Pol 14/14	For Decision
<p style="text-align: center;"><u>Summary</u></p> <p>This report presents proposed measures for 2014-15 supporting delivery of the policing plan. The general approach to developing measures for 2014-15 was shared and discussed with Members at two workshop meetings towards the end of 2013. Members endorsed the approach taken, which has included carrying over a number of existing measures, reducing the overall number of measures in the policing plan (incorporating some 2013-14 measures into directorate-level plans) and developing a measure to reflect the new crime outcomes framework which will go live from April 2014.</p> <p>A complete schedule of all proposed measures is attached as Appendix A.</p> <p>Recommendation</p> <p>3. It is recommended that your Sub Committee considers and approves the measures attached at Appendix A as the policing plan measures for 2014-15.</p>	

Main Report

Background

1. An initial proposal for policing plan measures was shared informally with Members at the first policing plan workshop on 30th October 2013. At that meeting Members provided feedback and views on potential measures, especially with respect to crime outcomes (formerly 'sanction detected' and 'non-sanction detected') which has been reflected in the suite of measures presented here (see paragraphs 4-7). A revised set of measures was shared with Members at the second workshop meeting on the 6th December at which time additional work was required on a few of the proposed new measures.
2. The Force reviews its set of measures that support delivery of the policing plan every year. Over recent years, the measures have been constantly revised to the extent that, with the exception of one or two targets, the Force has reported against a different set of targets each year. This has made year-on-year trend

analysis against certain measures for all practical purposes impossible, and makes a direct comparison with previous year's performance very difficult. Given that the principal Force priorities do not change significantly from one year to the next, it makes sense to retain core measures which remain fit for purpose, albeit percentage levels might change dependent on past performance. Accordingly, it is proposed to retain a number of measures from the existing policing plan; that proposition was endorsed by Members at a Police Committee Policing Plan Workshop held on the 6th December 2013. A schedule of the proposed measures for 2014-15 is attached as Appendix A.

3. Of the 19 proposed targets detailed in the revised policing plan, 12 have been carried forward either unchanged or with some minor variation. The overall number of measures has reduced slightly compared to the current year, although the reduction is offset somewhat by the new National Lead Force priority that has four measures allocated to it. Fewer targets in the policing plan was also supported by Members at the policing plan workshops held in November and December last year. Many of the targets that have been removed from the policing plan will now appear in Directorate level plans and will continue to be monitored by Performance Management Group (PMG). A schedule detailing those measures is attached to this report at Appendix B.

Crime Outcomes

4. Members will be aware from participation in workshops and previous reports that the Force undertook to explore the extent to which a crime outcome target could be developed for inclusion in the revised policing plan. The proposal was to develop a target aiming to 'improve positive crime outcomes compared to 2013-14 levels'.
5. By way of background, crime outcomes will be introduced by the Government from April 2014 to replace the existing detection categories, which are currently split between 'sanction detections' (Charge/Summons; Caution/ Reprimand /Warning; Taken into Consideration; Penalty Notice for Disorder; Cannabis Warning) and 'non sanction detections' (CPS decision to take no further action; offender dead). These are to be replaced by a broad range of new categories (see Appendix C). From April 2014 this will result in all crimes having a defined outcome. Detections will cease to be reported. A major shift in thinking in making this change has been to remove any sense of any one outcome being better or preferable to any other. Key to this is the concept that crimes will be dealt with to victims' satisfaction. The Government has been explicit in stating that in doing this they are seeking to completely remove any opportunity for forces to set (often not intentionally) perverse incentives through detection targets.¹

¹ A Revised Framework for Recorded Crime Outcomes – Summary of consultation responses and conclusions. Home Office 2013. Page 11: "The broad aims of a revised outcomes framework are: to strengthen police discretion by recognising the full range of possible disposals....rather than incentivising police officers to pursue a particular outcome because it is perceived as 'better' than others.....no one outcome is favoured over others, the emphasis should shift from hitting targets to appropriateness." - and "...the framework should ..help to promote a more victim-oriented approach...by removing perverse incentives for forces to record and pro-actively pursue certain crimes on the basis of locally-set detection targets..."

6. Over the past two months the Force has back converted all the crimes committed from 1st January 2013 – 31st December 2013 into the new categories (results attached as Appendix D). It was originally thought this would allow the Force to assess where it might be appropriate to set improvement targets to those outcomes that were deemed 'positive'. However, any explicit attempt to class one outcome (e.g. community resolution) as better (or more 'positive') than another (such as 'screened out crime') will be viewed as undermining the cultural shift that the outcomes framework is designed to achieve, and which the Home Office have explicitly stated. There could be a particular risk if the Force published a target around this in a public document such as the policing plan.
7. However, the Force is committed to demonstrating its commitment to victims that crimes have been dealt with appropriately and to victims' satisfaction; it is proposed, therefore, to measure victim satisfaction with the specific outcome of their crime. As this has not been done before there is currently no benchmark against which a 'hard' target can be set; accordingly it would not be possible to defend robustly any decision as to why a certain level of achievement had been set. For 2014-15 therefore it is proposed to publish in the policing plan a commitment in the terms outlined above, that is to say to measure victim satisfaction with the outcome of their crime. This would be done by survey work (additional to the current victim survey) and the results would be reported to your Sub Committee quarterly together with a schedule detailing the various levels of crime outcomes to date, similar to Appendix D to this report. This approach will allow the Force to use the information as a management tool to address issues with victims as they happen (and take remedial action where necessary to improve); and provide your Sub Committee with sufficient levels of information to exercise its scrutiny and oversight function in this important area.

Reporting

8. Progress against the measures attached at Appendix A will be reported to your Sub Committee quarterly. In addition to the measures cited, the report to your Sub Committee will also include details of levels of crime outcomes as attached at Appendix D.

Recommendation

9. It is recommended that your Sub Committee approve the measures attached at Appendix A as the policing plan measures for 2014-15.

Background Papers: None

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Policing Plan Measures

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2014

Rationale and background
information for measures

INTRODUCTION and BACKGROUND

This document provides an overview of the proposed measures to support delivery of the Policing Plan 2014 - 17.

The first draft of measures was shared informally with Members at the first policing plan workshop on 30th October 2013. At that meeting Members provided feedback and views on potential measures, especially with respect to crime outcomes (formerly 'detections') which has been reflected in the suite of measures presented here. A revised set of measures was shared with Members at the second workshop meeting on the 6th December.

There are fewer targets for 2014-15 compared with last year in line with the Home Secretary's recommendation that forces reduce the number of targets in their plans. However, to ensure that a broad range of activities to support delivery of the priorities is monitored, many of the measures that have been removed from the policing plan have been transferred to Directorate business plans and will continue to be reported to Performance Management Group. This approach was endorsed by Police Committee Members at the Policing Plan workshop meetings held in October and December 2013. It was further agreed that where appropriate, measures would be carried forward to the revised plan. This allows for meaningful year on year comparisons to be made and is a more robust indicator of direction of travel over the medium term. Members also agreed that the wording of measures in the policing plan could in some instances be generic in nature as long as a clear rationale and explanation of what is actually being measured exists. This document provides that rationale and level of detail.

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A summary of the proposed measures appears immediately below. Each measure is then presented in more detail, along with baseline information, measurement criteria and definitions. The measures follow the same order as they appear in the policing plan.

Summary of Measures

Counter Terrorism

CT Measure 1- To ensure that at least 90% of people surveyed consider the City of London Police is prepared and capable of policing the terrorist threat effectively

CT measure 2 - To deploy intelligence led, high visibility policing operations to counter the terrorism threat and reassure the public

Safer Roads

SF Measure 1 - To support the City of London Corporation's casualty reduction target through enforcement and education activities, particularly with regard to pedal cycles

SF Measure 2 - To increase the number of uninsured vehicles seized and unlicensed drivers apprehended compared to 2013-14

Public Order

PO Measure 1- To meet all national requirements for public order mobilisation in support of the Strategic Policing Requirement

PO Measure 2- To ensure at that least 90% of those surveyed are satisfied with the information provided to them about large scale, pre-planned events, and with how those events were ultimately policed

Crime Reduction

CR Measure 1- To reduce levels of victim-based violent crime compared to 2013-14

CR Measure 2- To reduce levels of victim-based acquisitive crime compared to 2013-14

CR Measure 3 – To measure victims' satisfaction with the outcome of their crime

Antisocial Behaviour

ASB Measure 1- To reduce the number of ASB incidents compared to 2013-14

ASB Measure 2- To ensure that at least 90% of those reporting antisocial behaviour are satisfied with the way the police handled their case.

Fraud

Fraud Measure 1 – To ensure that at least 90% of victims of fraud investigated by the City of London Police are satisfied with the service provided

Fraud Measure 2 – To ensure City fraud crime, investigated by ECD results in a positive action whether through offender disposal, prevention or disruption.

National Lead Force

NLF Measure 1 – To increase by 20% the number of investigators trained by the Fraud Academy compared to 2013-14

NLF Measure 2 – To increase the number of high priority/priority OCGs using fraud disrupted through national partnership with national LEAs.

NLF Measure 3 – To increase the value of fraud prevented through interventions compared to 2013-14

NLF Measure 4 – To ensure that at least 90% of victims are satisfied with the Action Fraud reporting service

Satisfaction

Measure 1 – To ensure that at least 90% of victims of crime are satisfied with the service provided by the City of London Police

Measure 2 – To ensure that at least 90% of the street population surveyed think the police in the City of London are doing a good or excellent job

CT MEASURE 1	To ensure that at least 90% of people surveyed consider the City of London Police is prepared and capable of policing the terrorist threat effectively
TARGET OWNER	Crime Investigation Directorate
AIM/RATIONALE	Measure carried forward from 2013-14. This target was first adopted in 2013-14 to build on a former measure that focused purely on attendees at Griffin ¹ and Argus ² events. The Force always performed well against that target, so it was proposed to expand it to incorporate the views of a broader audience. This measure will highlight what work needs to be done to ensure that the community feels reassured that the Force is capable and prepared to deal with the threat from terrorism.
DEFINITIONS	Engagement: A Prevent engagement is any activity or interaction with the community where Prevent is either the primary theme or forms a significant part of a wider related theme.
BASELINE	At least 90% of people attending GRIFFIN/ARGUS events consider CoLP is prepared and capable of policing the terrorist threat effectively At least 90% of people surveyed (street surveys) scoring their confidence as 7 or above (0 = not at all confident, 10 = completely confident) that CoLP can police counter terrorism effectively If it only Argus and Griffin results were used to assess this measure, the level set would need to be much higher. However, incorporating the street surveys tempers the results remaining in the high nineties and means that 90% overall (assessed quarterly) remains a challenging enough target.
MEASUREMENT	By survey (following each GRIFFIN/ARGUS event) and quarterly street surveys
DATA SOURCE	CT Section to supply GRIFFIN/ARGUS survey results monthly; PIU to supply street survey results quarterly
TRAFFIC LIGHT CRITERIA	GREEN: Target being met or will be met (as an average) at the end of the year AMBER: 80% - 89% (state what additional work required) RED: <80% or target not met or unlikely to be met at year end

¹ **Project Griffin** is an internationally renowned partnership project that brings together the Police and private security guards to provide awareness and protective security to prevent and prepare for the consequences of terrorist incidents. It is widely accepted as good practice and has recently been adopted nationally by the National Counter Terrorism and Security Office (NaCTSO). It is a key tactic in the Force's objective of keeping the City safe from terrorism

² **Project Argus (Area Reinforcement Gained Using Scenarios)** is a NaCTSO initiative which aims to help businesses to prevent, prepare for, handle and recover from a terrorist attack

CT MEASURE 2	To deploy intelligence led, high visibility policing operations to counter the terrorism threat and reassure the public																																																	
TARGET OWNER	Uniform Policing Directorate																																																	
AIM/RATIONALE	This measure is carried forward from 2013-14. It ensures that sufficient deployments are delivered appropriate to the threat level and that the public feel reassured that the Force is able to protect the City against the terrorist threat																																																	
DEFINITIONS	Intelligence led, high visibility policing operation: deployments which are based on a number of factors, including specific and/or generic threat reporting, previously identified activity (including hostile reconnaissance (op Lightning) reports, potential target areas or premises (including CNI and iconic sites). The high visibility aspect relates to overt policing tactics that are designed to detect and/or deter criminal activity whilst also providing reassurance to the public.																																																	
BASELINE Page 96	<table border="1"> <thead> <tr> <th>Month</th> <th>April</th> <th>May</th> <th>June</th> <th>July</th> <th>Aug</th> <th>Sept</th> <th>Oct</th> <th>Nov</th> <th>Dec</th> </tr> </thead> <tbody> <tr> <td>Hours tasked</td> <td>1635</td> <td>1635</td> <td>1635</td> <td>1635</td> <td>1635</td> <td>1635</td> <td>1635</td> <td>1635</td> <td>1635</td> </tr> <tr> <td>Hours delivered</td> <td>6044</td> <td>3612</td> <td>6042</td> <td>1992</td> <td>2009</td> <td>1652</td> <td>1748</td> <td>1543</td> <td>2730</td> </tr> <tr> <td>Traffic Light for Month</td> <td>GREEN</td> <td>GREEN</td> <td>GREEN</td> <td>GREEN</td> <td>GREEN</td> <td>GREEN</td> <td>GREEN</td> <td>AMBER</td> <td>GREEN</td> </tr> </tbody> </table>										Month	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Hours tasked	1635	1635	1635	1635	1635	1635	1635	1635	1635	Hours delivered	6044	3612	6042	1992	2009	1652	1748	1543	2730	Traffic Light for Month	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	AMBER	GREEN
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The above table illustrates performance against this target over the current performance year. Explanations for significant variances in hours delivered against those tasked are reported monthly.																																																		
MEASUREMENT	(1) To be assessed against the number of hours tasked to CT options and the number of hours delivered (2) CT Measure 1 will be used to assess the extent to which the public feel reassured (3) Narrative details of operations supplied by UPD																																																	
DATA SOURCE	UPD (Sharepoint)																																																	
TRAFFIC LIGHT CRITERIA	GREEN: Hours delivered met or exceed those tasked AMBER: Between 90% and 99% of hours tasked delivered RED: Fewer than 90% of hours tasked delivered																																																	

Safer Roads

SF MEASURE 1	To support the City of London Corporation's casualty reduction target through enforcement and education activities, particularly with regard to pedal cycles
TARGET OWNER	Uniform Policing Directorate
AIM/RATIONALE	This measure is carried forward from 2013-14 , however, it has been slightly amended to incorporate a focus on pedal cyclists. City of London's KSI target is to reduce the number of persons killed or seriously injured in RTCs to a three year rolling average of 39.1 per year by 2013 (however, this has not been achieved; at January 2014 the rolling average was 51 KSIs). Longer term it is to reduce to a three year rolling average of 24.7 by 2020. The aim of this measure is to support the City in achieving that target through enforcement and education activities.
DEFINITIONS	An enforcement/education activity is defined as any activity aimed at road users (drivers, cyclists, pedestrians) which is intended to educate road users for better or more responsible road use or is intended to enforce the law. Examples include Operations Atrium and Giant.
BASELINE	Not applicable
MEASUREMENT	Assessed against delivery plan, reported to PMG monthly. Additionally, KSI figures from City of London Corporation will indicate whether this measure is succeeding, together with success in the following policing plan targets, SF2.
DATA SOURCE	UPD (for details of activities) and PIU (CRS database)
TRAFFIC LIGHT CRITERIA	GREEN: Planned operations delivered AMBER: Between 90% and 99% of operations delivered RED: Fewer than 90% operations delivered

SF MEASURE 2	To increase the number of uninsured vehicles seized and unlicensed drivers apprehended compared to 2012-13
TARGET OWNER	Uniform Policing Directorate
AIM/RATIONALE	This measure is carried forward from 2013-14. By targeting uninsured and unlicensed vehicles and impounding them, the Force is reducing the potential risk of those vehicles being involved in incidents. It could also act as a deterrent to uninsured drivers travelling to or through the City of London. Those road users that are prepared to flout these laws are likely to engage in other criminality, and by targeting them the Force has an opportunity to make an impact on crime in general.
DEFINITIONS	NA
BASELINES	Baselines will be set at the end of March 2014 based on end of the current year's performance. As at the end of December 2013, Force performance against this target was AMBER , indicating that a target to simply increase numbers remains suitably challenging.
MEASUREMENT	Monthly based on number of vehicles seized and drivers apprehended
DATA SOURCE	UPD (information not available centrally)
TRAFFIC LIGHT CRITERIA	GREEN: Target being or likely to be met AMBER: Target will not be met without additional work/bookings RED: Target will not be met

PUBLIC ORDER

PO MEASURE 1	To meet all national requirements for public order mobilisation in support of the Strategic Policing Requirement
TARGET OWNER	Uniform Policing Directorate
AIM/RATIONALE	This measure is carried forward from 2013-14. To protect the City effectively the Force requires that a number of suitably trained and equipped officers can be deployed to deal with public order incidents, at a variety of levels: this can range from local specialist support around 'night time economy' venues to large-scale pan-London events.
DEFINITIONS	National Requirement: Two Level 2 PSUs (1 Insp, 3 sergeants and 21 PCs), the first to be deployed within 4 hours, the second, within 24 hours. There is no national definition relating to duration of deployments, the Force stipulates 24 hours for both PSUs. Locally, the Force has decided to maintain 3 PSUs to support its national requirement.
BASELINE	3 PSUs (= 3 inspectors, 9 sergeants and 63 PCs) The Force has managed to maintain these levels throughout 2013 to date.
MEASUREMENT	HR to report monthly on the number of officers trained to Public Order levels 1/2. Call out testing to be completed twice during the year.
DATA SOURCE	HR (number of officers trained – not available from central systems) UPD (details of mobilisation – not available from central systems)
TRAFFIC LIGHT CRITERIA	GREEN: Appropriate numbers of trained officers AMBER: Target will not be met without additional training RED: Target will not be met

PO MEASURE 2	To ensure at that least 90% of those surveyed are satisfied with the information provided to them about large scale, pre-planned events, and with how those events were ultimately policed
TARGET OWNER	Uniform Policing Directorate
AIM/RATIONALE	This measure is carried forward from 2013-14 , although the level has been increased from 85% to 90 and satisfaction with how an event was actually policed has been added. The purpose of the measure is to promote community satisfaction and effective engagement and highlight where improvements might need to be made. The two events used to assess the current measure were Baroness Thatcher’s funeral and the G8 conference, recording respectively satisfaction levels of 93% and 87%. 90% is, therefore, a suitably challenging target, especially when it is considered that the additional factor of satisfaction post the event has been added and for which there is no current baseline.
DEFINITIONS	Event: For the purposes of this measure, an “event” is defined as one where multiple Police Support Units (PSU) or serials are deployed and a “Bronze Community” is in place with a tactical plan to coordinate engagement with residents and businesses
BASELINE	90% of residents/businesses satisfied with information received Current performance
MEASUREMENT	Results from VOCAL and iModus surveys
DATA SOURCE	UPD (information not available from central systems)
TRAFFIC LIGHT CRITERIA	GREEN: Target being or likely to be met AMBER: Target will not be met without additional work/bookings RED: Target will not be met

CRIME REDUCTION

CR MEASURE 1	To reduce levels of victim-based violent crime compared to 2013-14
TARGET OWNER	Uniform Policing Directorate
AIM/RATIONALE	This measure is carried forward from 2013-14. It supports local and national priorities to reduce crime; an analysis of crime in the City shows that the two crime categories which represent the greatest harm to the City community and the greatest volume of crimes are victim-based violent crime and victim-based acquisitive crime respectively. By targeting these two areas the Force is impacting on the two main categories of volume crime committed in the City. Over the course of 2013, achieving this target has been extremely difficult; it is very unlikely that the Force will meet the target by the end of the current performance year. A reduction on 2013-14 levels is, therefore, considered suitably challenging.
DEFINITIONS	Categories of crime constituting victim based violent crime: violence with injury; violence without injury, sexual offences and robbery.
BASELINE	The baseline will be the end of year level recorded at 31st March 2014.
MEASUREMENT	Monthly based on recorded crime statistics
DATA SOURCE	Performance Information Unit (Strategic Development)
TRAFFIC LIGHT CRITERIA	GREEN: Target being or will be met AMBER: Target will not be met without additional work/bookings RED: Target will not be met

CR MEASURE 2	To reduce levels of victim-based acquisitive crime compared to 2013 -14
TARGET OWNER	Crime Investigation Directorate
AIM/RATIONALE	This measure is carried forward from 2013-14. As the previous target, it supports local and national priorities to reduce crime; an analysis of crime in the City shows that the two crime categories which represent the greatest harm to the City community and the greatest volume of crimes are victim-based violent crime and victim-based acquisitive crime respectively. By targeting these two areas the Force is impacting on the two main categories of volume crime committed in the City. Whilst the Force might achieve this target by the end of March, current indications are that a 1.7% rise might be recorded. As with violent crime, therefore, a reduction on 2013-14 levels is considered a suitably challenging target.
DEFINITIONS	Categories of crime constituting victim based acquisitive crime: robbery, vehicle crime and theft
BASELINE	The baseline will be the end of year level recorded at 31st March 2014.
MEASUREMENT	Monthly based on recorded crime statistics
DATA SOURCE	Performance Information Unit (Strategic Development)
TRAFFIC LIGHT CRITERIA	GREEN: Target being or likely to be met AMBER: Target will not be met without additional work/bookings RED: Target will not be met

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CR MEASURE 3	To measure victim satisfaction with the recorded outcome of their crime.
TARGET OWNER	Uniform Policing Directorate
AIM/RATIONALE	This is a new measure. From April 2014 the Government will stop using the traditional detection measures and in their place have substituted a range of crime outcomes that will apply to every crime. Outcomes are intended to be ones which resolve reports of crime to victims' satisfaction. There will be a fundamental shift from setting detection style targets that favour one outcome over another. Instead, crime outcomes will provide a range of disposals based on appropriateness and crimes being concluded to victims' satisfaction. This measure will allow the Force to assess the level of victim satisfaction over the course of the year by survey. Once that information has been gathered, it will be used as a baseline to improve levels of satisfaction the following year, if appropriate.
DEFINITIONS	NA
BASELINE	To be assessed over the course of 2014-15
MEASUREMENT	Quarterly by survey
DATA SOURCE	Performance Information Unit (Strategic Development) TBC
TRAFFIC LIGHT CRITERIA	NA for 2014-15

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ANTISOCIAL BEHAVIOUR

ASB MEASURE 1	To reduce the number of ASB incidents compared to 2013-14
TARGET OWNER	Uniform Policing Directorate
AIM/RATIONALE	This is a new measure. ASB has been retained as a Force priority due to its continued prominence in concerns raised by the community and the impact it has on the quality of people's lives. This is a direct outcome measure that will assess the Force's success in addressing and preventing antisocial behaviour.
DEFINITIONS	NA
BASELINE	Baseline to be inserted at 31st March 2014. – At the time this document was developed, o`ver the course of 2013-14 there was a 30% reduction in the level of ASB compared to 2012-13. Having made such an impact in the current year will make any further reduction particularly challenging.
MEASUREMENT	Monthly based on number of reported ASB incidents.
DATA SOURCE	Performance Information Unit (Strategic Development) from quarterly surveys
TRAFFIC LIGHT CRITERIA	GREEN: Target being or likely to be met AMBER: Target will not be met without additional work/bookings RED: Target will not be met

ASB MEASURE 2	To ensure that at least 90% of those reporting antisocial behaviour are satisfied with the service provided by the police
TARGET OWNER	Uniform Policing Directorate
AIM/RATIONALE	This measure is carried forward from 2013-14. Satisfaction with the Force of how it handles the cases of victims of crime and antisocial behaviour is an important indication of the quality and professionalism of the service provided. Comments made as part of the surveys provides the Force with invaluable information about how service delivery can be improved. 90% remains a challenging target; performance for the current year has averaged 91.8%.
DEFINITIONS	NA
BASELINE	90% of those reporting antisocial behaviour are satisfied with the service provided by the police.
MEASUREMENT	By quarterly survey
DATA SOURCE	Performance Information Unit (Strategic Development) from quarterly surveys
TRAFFIC LIGHT CRITERIA	GREEN: Target being or likely to be met AMBER: Target will not be met without additional work/bookings RED: Target will not be met

FRAUD

FRAUD MEASURE 1	To ensure that at least 90% of victims of fraud investigated by the City of London Police are satisfied with the service provided
TARGET OWNER	Economic Crime Directorate
AIM/RATIONALE	This is a new measure that focuses on frauds investigated by the City of London Police (Fraud Squad). Generally speaking the investigation of fraud offences takes longer than mainstream crime offences. Consequently surveying victims between 6 and 12 weeks of reporting the offences is unlikely to be representative of their entire experience. Surveying all victims recorded against an investigation at the point of outcome should have enabled sufficient time for them to form an opinion of our performance in all the survey area's and by requesting survey feedback at the point when the investigation is effectively complete is an appropriate time to request feedback and the point where we are most likely to get it. Furthermore by surveying at the point of outcome there should be a sufficient gap between re-surveying any victims who have been previously surveyed on their Action Fraud experience.
DEFINITIONS	<p>"Investigation": - This is all Unifi crime records classified as "Fraud Investigations – Substantive offences recorded in Action Fraud" allocated to ECD Fraud teams 1, 2, 3 and 4 and the Money Laundering Investigations Team.</p> <p>"Point of outcome":- When the offenders recorded on the Unifi Crime investigation are classified as Charged, Cautioned, Community Resolution or TIC or the Investigation is closed using one of the other HO outcome classifications by the Team manager</p>
BASELINE	90% of fraud victims satisfied with the service provided <i>(The proposed measurement methodology is not the same as last year's VoC survey therefore a direct comparison is not possible however last year's data can be supplied as a general indicator of performance)</i>
MEASUREMENT	Each victim recorded against the Unifi crime record detailing the investigation will receive a communication from the OIC updating them on the outcome of the investigation through the medium agreed with the victim during the investigation. The communication could include a link to an electronic survey on Survey Monkey, enclose a hard copy survey form or provide details of a telephone number to a survey company (to be appointed) who will conduct a telephone survey using the same questions. Following the cut off date, the survey company will collate, analyse and report the findings of the survey, which will then be reported to the following PMG. The survey will be bespoke to ECD focussing on the areas of contact (initial and on-going), action taken, follow up, treatment and overall experience. PMG reports will be based on the overall experience, the number of victims recorded against the investigations reaching the Point of outcome available for survey; the number of victims completing the survey; and the number answering the overall satisfaction question and overall positive responses.
DATA SOURCE	ECD Business Information Unit
TRAFFIC LIGHT CRITERIA	GREEN: Target being met AMBER: Target will not be met without additional work RED: Target will not be met

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FRAUD MEASURE 2	To ensure City fraud crime, investigated by ECD results in a positive action whether through offender disposal, prevention or disruption
TARGET OWNER	Economic Crime Directorate
AIM/RATIONALE	This is a new measure. Ensuring that wherever possible the Force takes positive action with every fraud crime disseminated to ECD will enhance overall victim satisfaction in the service victims have received, and demonstrates the diversity of service CoLP provides to the victims of city fraud crimes. This will enhance the City's standing as a safe, more desirable place to live and work attracting investment in infrastructure benefiting all communities. The volume of positive action will highlight the high quality policing response and commitment to investigating city based fraud crime.
DEFINITIONS	<p>"Positive action" is defined as a confirmed disruption of a technological or financial fraud enabler or the confirmation from NFIB that the Action Fraud crime has contributed towards the compilation of an Alert that has been disseminated in the period.</p> <p>"Point of outcome" is defined as when the offender is brought to justice or when the investigation is closed and the material Action fraud crimes are categorised in accordance with the HO crime outcomes.</p> <p>"Disruption" is defined by the confirmed disabling of a technological fraud enabler or confirmation that action has been taken against a financial enabler.</p> <p>"Fraud Alert" is defined as the dissemination of information intended to protect and prepare Stakeholders and/or members of the public.</p>
BASELINE	This level of service was not applied to CoLP Action Fraud crime in 2013-14 so setting a baseline is not possible. The data gathered should be reviewed at 6 months to gauge whether a hard target should be set to be achieved by year end.
MEASUREMENT	The City of London Police receives Action Fraud crimes from NFIB based upon the HOCR location rules where there is a viable line of enquiry. It is not always possible for CoLP to bring an offender to justice therefore this measure is designed to ensure that every effort is made to ensure that some other "positive action" in terms of prevention or disruption is achieved. The measure will be based upon the number of Action Fraud Crimes where it has not been possible to bring an offender to justice that have some other positive action as defined below. The measure will be shown as a percentage of the total number of Action Fraud crime reaching the point of outcome in the period that have benefited from "other positive action" against the total number of Action Fraud crimes where an offender has not been brought to justice.
DATA SOURCE	ECD Business Information Unit

NATIONAL LEAD FORCE

NLF MEASURE 1	1.2.1e. To increase by 20% the number of fraud investigators trained by the Fraud Academy compared to 2013-14.
TARGET OWNER	Economic Crime Directorate
AIM/RATIONALE	This measure is carried forward but has been amended to a 20% increase instead of a straightforward increase. To improve the quality of investigations. High quality investigations improve detection rates and victim satisfaction. Training investigators to a national standard (Fraud Investigators Handbook) is a key means of achieving this; it also follows the model for other specialist areas such as homicide. The level has been set at 20% to mirror the target set in the National Lead Force's Business Plan.
DEFINITIONS	NA
BASELINE	20% more than the number trained at 31 st March 2014 (to be inserted)
MEASUREMENT	The target will be assessed against the number of people trained as fraud investigators, inclusive of private organisations, LEA's and police (Including NLF staff). This will be compared against the number of course attendees same month in the previous year and then cumulatively against the target. This will take account of fluctuations in course delivery throughout the year
DATA SOURCE	ECD (Fraud Academy – information not available from central systems)
TRAFFIC LIGHT CRITERIA	GREEN: Target will be met AMBER: Target will not be met without additional work/bookings RED: Target will not be met

NLF MEASURE 2	To increase the number of high priority/priority OCGs using fraud disrupted through national partnership with national Law Enforcement Agencies
TARGET OWNER	Economic Crime Directorate
AIM/RATIONALE	This is a new measure. Tackling organised criminality is key to fighting serious crime and supports the strategic policing requirement. The aim of this target is to focus attention on the most impactful Organised Crime Groups causing harm, working in partnership with national LEAs (which includes the National Crime Agency), providing both an intelligence and enforcement capability to tackle the most serious OCGs using fraud nationally
DEFINITIONS	<p>Identification = The number of OCGs mapped on the national tracker and accepted as a priority/high priority OCG by OCCC through the MSOC process</p> <p>Managed = owned by, each OCG must have one named owner.</p> <p>Disrupted = Based upon the owner's OCGs disruption process which results in a decrease of the capability to commit serious, organised or complex crime</p> <p>The OCGs causing the greatest harm are those assessed as 1A and other high scoring bandings (2s/Bs)- with harm then reducing on a downward scale through the bandings – when an OCG is mapped, the OCG tracker database automatically generates a harm banding based upon the assessed 'criminal activities' and 'intent and capabilities'.</p>
BASELINE	It is proposed to baseline this for the first six months of the year and thereafter increase the level based on that baseline.
MEASUREMENT	The number of OCGs: (i) identified; (ii) accepted by LEAs; (iii) managed by LEAs; and (iv) disrupted
DATA SOURCE	ECD Business Information Unit
TRAFFIC LIGHT CRITERIA	GREEN: Target being or likely to be met AMBER: Target will not be met without additional work RED: Target will not be met

NLF MEASURE 3	To increase the value of fraud prevented through interventions compared to 2013-14
TARGET OWNER	Economic Crime Directorate
AIM/RATIONALE	This is a new measure. It will clearly demonstrate the outcome in financial terms the results across a broad range of operational activity aimed at tackling fraud.
DEFINITIONS	An intervention is a disruption of a financial, technological or professional enabler of fraud. Each enabler has a defined, agreed value attached to it so there is consistency to ascribing values to the disruption of a particular enabler (e.g. taking down a website, telephone line or sham business or bank account).
BASELINE	Value of fraud prevented at 31 st March 2014 to be inserted.
MEASUREMENT	The increase will be an increase in value calculated from agreed definitions produced by the NFIB for what a website, phone number and bank account disruption equates to, multiplied by the number of requests.
DATA SOURCE	ECD Business Information Unit
TRAFFIC LIGHT CRITERIA	GREEN: Target being or likely to be met AMBER: Target will not be met without additional work/bookings RED: Target will not be met

NLF MEASURE 4	To ensure that at least 90% of victims are satisfied with the Action Fraud reporting service
TARGET OWNER	Economic Crime Directorate
AIM/RATIONALE	This is a new measure. 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 takes full responsibility for Action Fraud from 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.
BASELINE	90% of victims are satisfied with the Action Fraud Reporting Service
MEASUREMENT	Quarterly by survey. This measure will follow previous Action fraud reporting guidelines, details of which are contained within the end to end report. A survey is conducted at the conclusion of reporting the crime and will be completed on line or on the phone.
DATA SOURCE	ECD Business Information Unit
TRAFFIC LIGHT CRITERIA	GREEN: Target being or likely to be met AMBER: Target will not be met without additional work/bookings RED: Target will not be met

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SATISFACTION

MEASURE 1	To ensure at least 90% of victims of crime are satisfied with the service provided by the police
TARGET OWNER	Uniform Policing Directorate
AIM/RATIONALE	This measure is carried forward from 2013-14. This will be particularly challenging given that for each quarter of 2013-14 to date the Force has not achieved the current target of 85%. The survey indicates levels of satisfaction of those who have been a victim of crime and is an essential outcome indicator of the level of professionalism the Force portrays and provides.
DEFINITIONS	NA
BASELINE	90% of victims of crime are satisfied with the service provided by the police
MEASUREMENT	Quarterly by survey
DATA SOURCE	Performance Information Unit (Strategic Development)
TRAFFIC LIGHT CRITERIA	GREEN: Target being or likely to be met AMBER: Target will not be met without additional work/bookings RED: Target will not be met

MEASURE 2	To ensure that at least 90% of the street population surveyed believe the police in the City of London are doing a good or excellent job
TARGET OWNER	UPD
AIM/RATIONALE	This measure is carried forward from 2013-14, however, the satisfaction level has been raised from 85% to 90%. Unlike the previous measure, which assesses the satisfaction of victims of crime, this measure assesses the street populations' perception of the Force, which comments on professionalism, confidence and a host of other factors.
DEFINITIONS	NA
BASELINE	To ensure that at least 90% of the street population surveyed believe the police in the City of London are doing a good or excellent job. Current annual average performance for this target is 91.7%.
MEASUREMENT	Quarterly by survey
DATA SOURCE	PIU
TRAFFIC LIGHT CRITERIA	GREEN: Target being or likely to be met AMBER: Target will not be met without additional work/bookings RED: Target will not be met

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Schedule of Current Policing Plan measures – retained, retained amended, transferred to Directorate Plan, or discontinued.

Counter Terrorism

To increase the number of engagements with the community aimed at deterring people supporting terrorism or violent extremism	Transferred
To ensure all relevant plans for business development within the City of London are subject to consultation and scrutiny by the Counter Terrorism Architectural Liaison team	Transferred
To deploy intelligence led, high visibility policing operations to counter the terrorism threat and reassure the public	Retained
To ensure that at least 90% of people surveyed consider the City of London Police is prepared and capable of policing the terrorist threat effectively	Retained

Fraud

To increase the number of government and industry sectors providing economic crime data to the National Fraud Intelligence Bureau	Discontinued
To increase quantity and quality of fraud prevention products disseminated by the National Fraud Intelligence Bureau	Discontinued
To disrupt the top 10 organised crime groups causing the greatest harm	Retained amended
To ensure that at least 90% of fraud victims are satisfied with the service provided	Retained amended
To increase by 10% the number of police officers, public sector and private sector fraud investigators trained by the Fraud Academy	Retained amended
To conduct reviews of investigations, to inform Fraud Academy training courses and best practice toolkits	Discontinued

Public Order

To meet all national requirements for public order mobilisation in support of the Strategic Policing Requirement	Retained
To deliver ongoing organisational improvements and development relating to public order deployments	Transferred
To ensure that at least 85% of residents and businesses are satisfied with the information received in relation to pre-planned events	Retained amended

Crime Reduction

To reduce levels of victim-based violent crime compared to 2012-13	Retained
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APPENDIX B

To reduce levels of victim-based acquisitive crime compared to 2012-13 **Retained**

Road Safety

To support the City of London Corporation’s casualty reduction target through enforcement and education activities **Retained amended**

To increase the number of uninsured vehicles seized and unlicensed drivers apprehended compared to 2012-13 **Retained**

To increase the number of referrals to the Safer Cycle Scheme and the Driver Alert Scheme and Safer Cycle Scheme compared to 2012-13 **Transferred**

Antisocial Behaviour

To ensure that at least 90% of those reporting antisocial behaviour are satisfied with the service provided by the police **Retained**

To reduce the average annual number of rough sleepers in the City of London **Transferred**

To actively promote, with partners, effective stewardship and crime prevention activities within licensed premises **Transferred**

To run intelligence led operations to target threats associated with the night time economy **Transferred**

Responding to the Community

To ensure at least 85% of City street population surveyed consider the police in the City of London are doing a good or excellent job **Retained amended**

To ensure at least 90% of victims of crime are satisfied with the service provided by the police **Retained**

To respond to at least 95% of 999 calls within the national target of 12 minutes **Transferred**

APPENDIX C

Crime outcomes framework: final suite of categories for implementation April 2014

1. Charged/Summoned
2. Caution – youths
3. Caution – adults
4. Taken into consideration
5. *The Offender has Died (all offences)*
6. Penalty Notices for Disorder
7. Cannabis Warning
8. Community Resolution
9. *Prosecution not in the public interest (CPS) (all offences)*
10. *Formal action against the offender is not in the public interest (Police)*
11. *Prosecution prevented – Named suspect identified but is below the age of criminal responsibility*
12. *Prosecution prevented – Named suspect identified but is too ill (physical or mental health) to prosecute*
13. *Prosecution prevented – Named suspect identified but victim or key witness is dead or too ill to give evidence*
14. *Evidential Difficulties Victim Based – Named suspect not identified: The crime is confirmed but the victim either declines/ or is unable to support further police investigation to identify the offender.*
15. *Named Suspect identified: victim supports police action but evidential difficulties prevent further action,*
16. *Named Suspect identified: evidential difficulties prevent further action; victim does not support (or has withdrawn support from) police action*
17. *Prosecution time limit expired: Suspect identified but prosecution time limit has expired.*
18. *Investigation Complete: No suspect identified. Crime investigated as far as reasonably possible –Case closed pending further investigative opportunities becoming available*

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APPENDIX D - Outcome of crimes recorded between 01/01/2013 and 31/12/2013

Crime Outcome	Number
1. Charged/Summoned	801
2. Caution - youths	4
3. Caution - adults	285
4. Taken into consideration	8
5. The Offender has Died (all offences)	2
6. Penalty Notices for Disorder	46
7. Cannabis Warning	209
8. Community Resolution	1
9. Prosecution not in the public interest (CPS) (all offences)	8
10. Formal action against the offender is not in the public interest (Police)	39
11. Prosecution prevented - Named suspect identified but is below the age of criminal responsibility	0
12. Prosecution prevented - Named suspect identified but is too ill (physical or mental health) to prosecute	6
13. Prosecution prevented - Named suspect identified but victim or key witness is dead or too will to give evidence	0
14. Evidential Difficulties Victim Based - Named suspect <u>not</u> identified: The crime is confirmed but the victim either declines/or is unable to support further police investigation to identify the offender	32
15. Named Suspect Identified: Victim supports police action but evidential difficulties prevent further action	183
16. Named Suspect Identified: Evidential difficulties prevent further action. Victim does not support (or have withdrawn support from) police action	86
17. Prosecution time limit expired: Suspect identified but prosecution time limit has expired	2
18. Investigation Complete: <u>No</u> suspect identified. Crime investigated as far as reasonably possible. Case closed pending further investigative opportunities becoming available.	3074
<i>Screen Out</i>	862
<i>Fuller Investigation</i>	2212
Ongoing Investigation	703
Total	5489

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Agenda Item 16

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of the Local Government Act 1972.

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Agenda Item 17

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Agenda Item 18

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