



## **Performance and Resource Management Sub (Police) Committee**

**Date:** WEDNESDAY, 28 MAY 2014  
**Time:** 11.30 am  
**Venue:** COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

**Members:** Deputy Douglas Barrow  
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. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**  
To agree the public minutes and summary of the meeting held on 26 February 2014.  

**For Decision**  
(Pages 1 - 6)
4. **OUTSTANDING REFERENCES**  
Report of the Town Clerk.  

**For Information**  
(Pages 7 - 8)
5. **HMIC INSPECTION UPDATE 2013/14**  
Report of the Commissioner of Police.  

**For Information**  
(Pages 9 - 34)
6. **END OF YEAR PERFORMANCE AGAINST TARGETS IN THE POLICING PLAN 2013-16**  
Report of the Commissioner of Police.  

**For Information**  
(Pages 35 - 72)
7. **HUMAN RESOURCES - MONITORING INFORMATION 1ST APRIL 2013 TO 31ST MARCH 2014**  
Report of the Commissioner of Police.  

**For Information**  
(Pages 73 - 88)
8. **INTERNAL AUDIT UPDATE REPORT**  
Report of the Chamberlain.  

**For Information**  
(Pages 89 - 102)

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

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

11. **EXCLUSION OF THE PUBLIC**

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

## **Part 2 - Non-Public Agenda**

12. **NON-PUBLIC MINUTES**

To agree the non-public minutes held on 26 February 2014.

**For Decision**  
(Pages 103 - 104)

13. **HMIC - CRIME RECORDING: A MATTER OF FACT - AN INTERIM REPORT OF THE CRIME DATA INTEGRITY IN POLICE FORCES IN ENGLAND AND WALES**  
Report of the Commissioner of Police.

**For Information**  
(Pages 105 - 202)

14. **A SEVEN YEAR REVIEW OF VIOLENT CRIME IN THE CITY OF LONDON- AN OVERVIEW**  
Report of the Commissioner of Police.

**For Information**  
(Pages 203 - 210)

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

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

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# Agenda Item 3

## **PERFORMANCE AND RESOURCE MANAGEMENT SUB (POLICE) COMMITTEE** **Wednesday, 26 February 2014**

Minutes of the meeting of the Performance and Resource Management Sub (Police) Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 26 February 2014 at 11.30 am

### **Present**

#### **Members:**

Deputy Douglas Barrow (Chairman)  
Deputy Keith Knowles  
Kenneth Ludlam  
Don Randall

#### **Officers:**

Alex Orme	- Town Clerk's Department
Xanthe Couture	- Town Clerk's Department
Neil Davies	- Town Clerk's Department
Suzanne Jones	- Chamberlain's Department
Jeremy Mullins	- Chamberlain's Department

#### **City of London Police**

Ian Dyson	- Assistant Commissioner
Eric Nisbett	- Director Corporate Services
Hayley Williams	- Chief of Staff
Stuart Phoenix	- Head of Strategic Planning

### **1. APOLOGIES**

Apologies for absence were received from Alderman Ian Luder and Alderman Alison Gowman.

### **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.a) The inquirator note and summary of the meeting held on the 16 November 2013 were received.**

### **3.b) The public minutes and summary of the meeting held on 9 September 2013 be approved as a correct record.**

4. **OUTSTANDING REFERENCES**

The Sub Committee received a report of the Town Clerk which updated Members on outstanding items arising from the last meeting.

Business Continuity-post ECIS

The Chairman remarked that there had been concerns around the Force's IT provisions that would be addressed at the Police Committee meeting on 28<sup>th</sup> February 2014.

A Member asked if the IT risk report received at the Force's Risk Assurance Group would be presented to Members, and the Assistant Commissioner replied that this strategic risk was overseen as part of the Force's corporate risk monitoring process included in the Force's Risk Register received at Committee separately twice a year. The Chairman requested that it be received for information at the next relevant Sub Committee meeting, likely to be the September 2014 meeting.

**RESOLVED** – That the report be received its content noted.

5. **CITY OF LONDON POLICE-HEALTH AND SAFETY MANAGEMENT PERFORMANCE UPDATE**

The Sub Committee received a report of the Commissioner of Police which updated Members on the progress made in developing and applying Health and Safety policy throughout the Force since September 2013.

Following comments from the Chairman, the Town Clerk and officers undertook to ensure that future tables presented as part of reports be of a larger print size for readability.

Members asked to view trends to compare to the Force current sickness rate, and the Assistant Commissioner stated the Force was below the national average at 7 days per year. There were some cases included which were cases of protracted long term sickness, and accounted for 50 percent of sickness absence recorded. The Town Clerk noted that there were 5.95 sickness absences days per calendar year within City of London Corporation staff. Going forward, officers advised that long term sickness absence would be noted within reporting.

The targets listed as Amber, the Assistant Commissioner advised were on track to be met and the Chairman was satisfied with the progress being made.

**RESOLVED** – That the report be received and its contents noted.

6. **INTERNAL AUDIT UPDATE REPORT**

The Sub Committee received a report of the Chamberlain which updated Members on the current work being undertaken by Internal Audit.

The Chairman queried if the Chamberlain was on track to meet the 25 audit days remaining in the financial year to which the Chamberlain was satisfied that

this would occur. The Chamberlain's Department had additional staff working on the Force's Internal Audit and reporting would be completed by the 31<sup>st</sup> March 2014. The past issues related to staff absence had also been resolved and there were now plans in place to assure processes could be agreed despite potential staff leave periods.

The Chamberlain advised they could circulate the report that would be received at the Audit and Risk Committee that outlined the risk assessment undertaken to decide the number of audit days, and the Town Clerk undertook to do so.

The Assistant Commissioner remarked that he was satisfied with the Chamberlain's audit programme and was in line with the Force Risk Register. He explained that the integrity dashboard was also able to collect monitoring information relevant to the risk register.

Officers informed the Sub-Committee that not all crime reporting was monitored through Internal Audit, but through HMIC independent national scrutiny functions and there was an annual inspection of data quality undertaken. The Director of Corporate Services informed the Sub Committee that further Gateway project reports to update on the accommodation project would be considered at the Police Committee, and he had been meeting with the Chamberlain on progress to date. It was hoped that final plans for Force accommodation would be received at Grand Committee in the next six months, and a verbal update at the next meeting of the Police Committee.

**RESOLVED** – That the report be received and its contents noted.

7. **HMIC SCHEDULE 2014-15**

The Sub Committee received a report of the Commissioner of Police, which had been completed at the request of the Chairman and informed Members of the schedule of current inspections and the consultation proposals for inspections in 2014-2015.

Members and the Assistant Commissioner discussed the HMIC inspection of the Force and the Chairman and Members were supportive that the process was constructive and the Force had a strong dialogue with the HMIC.

**RESOLVED** – That the report be received and its contents noted.

8. **HMIC STOP AND SEARCH INSPECTION UPDATE**

The Sub Committee received a report of the Commissioner of Police which updated Members on the Force's position with regards to the national HMIC Stop and Search inspection.

The Assistant Commissioner reassured Members that the Force had completed significant work around Stop and Search, and the Force had established the Stop and Search Community Scrutiny Group since the last report to the Sub Committee in November 2013. The Assistant Commissioner informed Members

that intelligent policing methods were being used and it was important they were used properly to effectively tackle street crime.

**RESOLVED** – That the report be received and its contents noted.

9. **VICTIM SATISFACTION**

The Sub Committee received a report of the Commissioner of Police which informed Members on the Force initiatives to improve performance against the Victim Satisfaction Policing Plan target, and the Chairman gave his support for this planning and work in this area.

The Assistant Commissioner advised Members that although the Force was not going to meet the 90 percent satisfaction victim satisfaction target, it was rated in the top three Forces nationally for victim satisfaction. The Force had established an action plan internally and was reviewing the service to ensure there was a victim focused approach within the process.

The Chairman and the Assistant Commissioner discussed the Force's recommendations to improve the service for victims of crime, which included that an Officer in Case was now assigned to provide meaningful updates to the victim. In response to a query from the Chairman on whether this was the best use of officer resources, the Assistant Commissioner advised this activity would be monitored against cost implications and number of police posts.

A Member queried the victim of crime satisfaction response rate, of which figures were listed in the non-public Third Quarter Performance in the Policing Plan 2013-16, and Members sought to be informed of the number of individuals surveyed.

**RESOLVED** – That the report be received and its contents noted.

10. **VALUE FOR MONEY (VFM) UPDATE**

The Sub Committee received a report of the Commissioner of Police which informed Members of steps taken since the last meeting to provide independent scrutiny of the Value for Money (VfM) process in the Force.

The Assistant Commissioner explained that meetings were planned with the HMIC, to support developing a new methodology for assessing VfM. Proposals had also been received from three external companies, with one selected that would submit a further cost proposal to the Force, to explore alternative approaches to developing VfM benchmarking of services. The Chamberlain was confident the external company would provide a service bespoke to the Force and the Chairman was pleased to know the process was moving forward.

**RESOLVED** – That the report be noted and its contents received.



11. **THIRD QUARTER PERFORMANCE AGAINST TARGETS IN THE POLICING PLAN 2013-16**

The Sub Committee received a report which summarised performance against Policing Plan targets for the second quarter of 2013-14 financial year. 24 of the targets were on track to be met (green), two were graded as amber and two had been graded as red.

The Assistant Commissioner noted that the levels of victim-based acquisitive crime (1.4.1b) had improved and reduced 2.7% against the same period last year. There was also a plan in place to deal with seizing uninsured vehicles and unlicensed drivers in the City and the target would be achieved by year end.

**RESOLVED** – That the report be noted and its contents received.

12. **POLICING PLAN MEASURES 2014-15**

The Sub Committee considered a report which presented the proposed measures to support delivery of the 2014 -15 Policing Plan.

The Assistant Commissioner noted the Policing Plan had been considered at the Police Committee and the measures were now for approval by the Sub Committee.

The Assistant Commissioner would advise on the outcomes of crimes recorded for 2014, and the figures listed in Appendix D (page 119) acted as a baseline comparator.

The Chairman thanked the Force for their work in this area and it was asked that the Town Clerk circulate a previous report the Force had completed on the policy around charity workers who sought street donations in the City of London.

**RESOLVED** – That Members consider and approve the measures attached at Appendix A as the policing plan measures for 2014-15.

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

There were no other questions.

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

The following items of urgent business was raised –

Charity collectors - A Member queried the CoL and Police's policy around aggressive street charity collectors in the City, and it was noted previous work had been done in this issue, which the Police's Chief of Staff explained was not a Police matter and had been addressed in previous reports. The Town Clerk undertook to circulate the relevant reports to Members via email.

15. **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 the Schedule 12A of the Local Government Act.

<u>Item</u>	<u>Paragraph</u>
17	3
18	7

16. **THE NON-PUBLIC MINUTES OF THE MEETING HELD ON 9 SEPTEMBER 2013 APPROVED AS A CORRECT RECORD.**

**RESOLVED** – That the non-public Minutes of the meeting held on 9 September 2013 be approved.

17. **THIRD QUARTER PERFORMANCE AGAINST TARGETS IN THE POLICING PLAN 2013-16 APPENDIX**

The Sub Committee received the appendix to the Third Quarter Performance against Targets in the Policing Plan 2013-16.

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

The Sub Committee received a report of the Commissioner of Police which provided Members with a detailed overview of the nature and type of violent crime being committed in the City.

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

There were no other questions.

20. **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 1.15 pm**

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Chairman

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# Agenda Item 4

## PERFORMANCE AND RESOURCE MANAGEMENT SUB (POLICE) COMMITTEE 28 MAY 2014

### OUTSTANDING REFERENCES

Meeting Date & Reference	Action	Owner	Status
26/02/2014 Item 4	To receive Force's Risk Register to monitor IT risk	Director of Corporate Services	<b><i>In progress</i></b> <i>To be received at 24<sup>th</sup> September 2014 meeting of the Sub Committee.</i>
26/02/2014 Item 6	To circulate Audit and Risk Management report that outlines risk assessment	Chamberlain/ Town Clerk	<b><i>In progress</i></b> <i>Email circulated to Members on 28<sup>th</sup> March 2014</i>
26/02/2014 Item 14	To circulate report on Police policy on charity collectors	Town Clerk	<b><i>Completed</i></b> <i>Date sent to Members by email</i>

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# Agenda Item 5

<b>Committee(s):</b>	<b>Date(s):</b>
Police: Performance and Resource Management Sub Committee	28 <sup>th</sup> May 2014
Audit and Risk Sub Committee	22 July 2014
<b>Subject:</b>	<b>Public</b>
HMIC Inspection update 2013/14	
<b>Report of:</b>	<b>For Information</b>
Commissioner of Police Pol 41/14	

## Summary

This report provides an update to your Sub-Committee on the City of London Police response to Her Majesty's Inspectorate of Constabulary (HMIC) inspection reports for the financial year 2013/14.

This report gives an up to date position on the national recommendations and also the specific City of London Police observations made by HMIC where relevant. Progress on the recommendations is monitored at the Force's Performance Management Group (PMG) at which the Town Clerk's representatives attend.

This report provides an update on:

- The performance against the recommendations of the Stop and Search Inspection. Good progress has been made since the last report to your Sub Committee with meetings of the Community Scrutiny Group; improved supervision and improved quality of data submissions.
- Initial reporting on the Strategic Policing Requirement Inspection. Although the Force already has a cyber strategy for the Economic Crime aspects of the Cyber threat, the Force is working to develop an overarching force wide strategy and plan prior to the re-inspection in June 2014.
- Initial reporting on Domestic Abuse Inspection. The Force received a good inspection on the whole and some areas for development have been identified in policy, training and the development of the risk assessment process.

A number of the recommendations in the reports identified issues at a national level. In these instances the Force is awaiting guidance or direction from either the Association of Chief Police Officers (ACPO) Chief Constable's Council, or the College of Policing.

## Recommendation(s)

Members are asked to receive this report and note its' contents.

## Main Report

### **Background**

1. Throughout 2013/14, Her Majesty's Inspectorate of Constabulary (HMIC) conducted national inspections of police forces in England and Wales in relation to Stop and Search, Domestic Abuse and the Strategic Policing Requirement (SPR). This report gives an up to date position on the national recommendations and also the specific City of London Police observations made by HMIC where relevant

### **Stop and Search.**

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. This report provides an update to the report to your Sub Committee in February 2014 (Pol 11/14 refers). It 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. Progress on the recommendations (Appendix A) are being monitored by the Force's Stop and Search Working Group and the Force's Performance Management Group (PMG) at which the Town Clerk's representatives attend.

### **Current Position**

4. Since the last report the Force has driven forward the importance of meeting with members of our community to improve our performance in Stop and Search. The Force has now hosted three Community Scrutiny meetings, which have grown in membership. Influential members now include Sonia Brown MBE, chair of the National Black Womens Association, aided by Duwayne Brooks, a councillor from Lewisham and heavily involved in the work carried out nationally around stop and search. This scrutiny included dip sampling of search records, where the accuracy of entries along with examination of the grounds and checks around supervision revealed a very high quality of submissions.
5. Inspectors are now held to account personally for the management of the application at street level, along with quality of initial supervision. This recent change has seen a reduction in the number of returned forms. Supervision at

Superintendent level and via the scrutiny group appears to have reaped considerable benefit over a short time frame.

6. The data quality around electronic submissions has improved, by utilising a single point of input within the Force Intelligence Bureau. Custody submissions have an improved rate of completion through the custody system for those arrested as a result of a search. This is now monitored through the Custody User Group.
7. The Force is preparing for the changes recently announced by the Home Secretary and has appended the proposals to its current action plan in order that future action may be driven through the stop and search working group, providing an auditable trail for our communities.

### **Strategic Policing Requirement (SPR)**

8. The SPR sets out those national threats that forces and Police and Crime Commissioners must prepare for have a policing capability around to counter those threats. The areas covered by the SPR are terrorism, serious organised crime, public order, large scale cyber crime incidents and civil emergencies. The initial inspection (part of a three-year programme) looked broadly at how well forces have prepared to counter these national threats. The resulting report is the first in series of reports that will provide additional detail in the separate SPR areas. There will be two additional reports this financial year, one relating to cyber crime (HMIC will be visiting forces from June) and one looking at public order, which was a particular focus of the first inspection. The remaining areas will be inspected and reported against over the next two to three years.
9. The first report, which is not force-specific, is based on submissions from all 43 forces together with additional fieldwork carried out in 18 forces, which included the City of London Police. Its principal findings were:
  - *Counter Terrorism* - there is a well established police counter-terrorism structure in place with forces maintaining funded units that are funded by the Home Office and ring-fenced. However, fewer than half of forces considered terrorism as part of their local threats. Of course, City of London Police does consider counter terrorism in its local strategic assessment and it is a distinct policing plan priority.
  - *Civil Emergencies* – HMIC found that all forces they visited (which included the City of London Police) demonstrated their commitment to working with partners and planning for civil emergencies. However, across all 43 forces, only 16 submitted documents demonstrating that they fully understood the threat, risk and harm in this area. Preparations to deal with CBRN incidents were good.

- *Organised crime* - Although most forces had considered organised crime in their local strategic threat and risk assessments four forces had not. HMIC did find that there was a general need for forces to develop an objective assessment of threat, risk, and harm and not rely on the sometimes subjective opinion of a few experienced officers.
  - *Public Order* - chief officers understood their role to provide sufficient trained officers to respond to the national threat to public order and confirmed that they were meeting the national requirement of 297 Police Support Units (PSUs). Members will be aware that Public Order is a distinct policing plan priority for the Force and there are targets to maintain capacity and capability in this area.
  - *Large scale cyber incidents* – HMIC found this area needs considerable development with only 3 forces highlighted as having developed comprehensive cyber crime strategies and plans. HMIC did note that fifteen forces (which included the City of London Police) had considered cybercrime threats in their local threat assessments.
10. Members will also be aware that the Force has adopted supporting the SPR as a distinct policing plan priority; this will assist greatly with ensuring that the SPR remains central to Force thinking and planning.
  11. There were no specific City of London Police recommendations made in the report, although the Force's Public Order Strategic Threat, Risk and Harm Assessment was highlighted as being good. In light of the observations made by HMIC around large scale cyber incidents, the Force has taken immediate action to address any shortcomings.
  12. As the Lead force for Fraud together with national responsibilities including the National Fraud Intelligence Bureau (which incorporates many aspects of cyber crime), it is essential that the Force not only ensures its capability and response to cyber crime (through comprehensive plans) are fit for purpose but that it is also considered formally by HMIC as being at the forefront of forces dealing with cyber incidents.
  13. The Force currently maintains a Cyber Crime strategy that focuses on the Economic Crime aspects of cyber crime. The HMIC report highlights that dealing with such crimes should be a force-wide response and as such will require a Force Strategy and plan. Development of such a plan is underway with a meeting scheduled for 22nd May which will bring together Directorate Heads and subject matter experts to baseline the present position and to develop a strategy and tactical options to take the Force forward in dealing with Large Scale Cyber Incidents. A representative from West Midlands will also attend to give an input on their response, which was highlighted as good practice in the HMIC report. The Force is confident it will have made good headway on this by the time the HMIC come to re-inspect preparedness to deal with cyber incidents, which is due to take place in late June 2014. The Town Clerk's Policy Officers will be sighted on the details of the re-inspection in June. Briefings will be provided for the Lead Member for SPR, Deputy



Henry Pollard, Deputy Doug Barrow and any other Member who HMIC may wish to interview.

## **Domestic Abuse**

14. In September 2013, the Home Secretary commissioned HMIC to conduct an inspection on the police response to Domestic Abuse. They were asked to report on:

- the effectiveness of the police approach to domestic violence and abuse, focusing on the outcomes for victims and whether risks to victims of domestic violence and abuse are adequately managed;
- lessons learnt from how the police approach domestic violence and abuse; and
- recommendations in relation to these findings when considered alongside current practice.

HMIC inspected all police forces in England and Wales, interviewing senior and operational leads, and held focus groups with frontline staff and partners. In addition they carried out visits to police stations (which were unannounced) to test the reality of the forces approaches with frontline officers.

15. In the Force report circulated 27<sup>th</sup> March 2014, HMIC concluded that City of London Police tackles domestic abuse well. However nationally HMIC has identified that the police response to domestic abuse is not good enough and must be improved. This is despite considerable improvements in the service over the last decade, and the commitment and dedication of many able police officers and police staff.

16. In the City of London, domestic abuse accounts for 1% of calls to the police for assistance. Of these calls, 4% were from repeat victims and domestic abuse accounts for 1% of all recorded crime. The Force also recorded 268 assaults with injury, of these 18 were domestic abuse related. For every 100 domestic abuse crimes recorded, there were 68 arrests in the City of London - for most forces the number is between 45 and 90. The levels of reported domestic abuse are low in the City, and those which are recorded, often involve victims and offenders who reside outside the force area. Of the 71 recorded domestic abuse crimes for the 12 months to August 2013, only 12 involved *residents* of the City of London. This makes the safeguarding actions and ongoing care and support for victims who reside outside the force area a real challenge.

17. In the City of London, HMIC found that:

- Identifying victims - HMIC found that control room operators were very aware of the importance of identifying vulnerable and repeat victims.
- Keeping victims safe - the force focuses on both ensuring a satisfactory investigation, as well as on keeping the victim safer. Many of the domestic abuse incidents reported in the City of London relate to victims and offenders who reside outside the Force area, with almost half of all reported incidents occurring on the street, rather than within the home.

- Managing risk - domestic abuse cases are overseen by specialist investigators who have strong links with partners, especially children's and adult social services. Risk assessments are reviewed regularly to ensure that appropriate levels of support are given to the victims.
- Organisational effectiveness for keeping people safe - HMIC found the Force recognised the need to develop systems and processes to better understand and manage the risk to domestic abuse victims in the future.

## **Recommendations**

18. As a result of this inspection, HMIC has developed recommendations which are designed to tackle any risks identified in the service to victims of domestic abuse. These Force specific recommendations have been considered in conjunction with recommendations to all forces set out in the national report.

- The Force should implement a new domestic abuse policy to provide greater clarity on stalking, harassment and the management of vulnerable people.
- The introduction of reactive intelligence officers (RIOs) into the control room is seen as a positive development in improving the policing response to victims. The Force should ensure that better coverage is available and that officers who are employed in this role are suitably trained and have access to all relevant information systems.
- The Force should develop a structured domestic abuse training programme focusing on the domestic abuse definition and providing scenario based examples to assist officers in making informed decisions on the assessment of risk and give clear guidance on delivering effective safeguarding actions.
- The Force should make more effective use of body-worn cameras to capture early evidence of injuries and scene footage to strengthen the evidence base for prosecutions. (A bid has been submitted to the Home Office Police innovation Fund for Body worn video and the outcome is awaited).
- The Multi-Agency Risk Assessment Conference (MARAC) process should be re-developed and more actively engaged in ongoing case management processes, including transient crime reporting to ensure that appropriate safeguarding measures are actioned

19. A detailed action plan incorporating the above relevant national recommendations once complete will be submitted to the next available Sub Committee.

## **Conclusion**

20. Members should be reassured by the Force's approach and track record for implementing recommendations of HMIC reports. Clear progress has been made in formulating the recommendations into action plans and your Sub Committee will be sighted on these plans at the earliest opportunity. Your Sub

Committee will continue to provide strategic governance to drive completion of the outstanding actions.

**Appendices:** Appendix A- Stop and Search action plan

**Background Papers:**

Pol 11-14- HMIC Stop and Search Inspection

**Contact:**

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# Action Plan Stop and Search Update May 2014

## 2013/2014

Traffic Light Colour	Definition of target achievement
<b>GREEN</b>	Task is completed
<b>AMBER</b>	The task is a work in progress and not due yet
<b>RED</b>	Task is due but not complete or will not be completed

### NATIONAL RECOMMENDATIONS

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Objective	
<p>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.</p>	
Task Owner: Supt Operations	
Latest Position	Status
<p>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.</p> <p>21/3 This has been discussed at the Stop and Search working group and this needs to be scoped as part of the considerations as to whether its use should be restricted to Intelligence led operations or evidence based policing. i.e. only being used where clear intelligence illustrates a specific problem There needs to be full consideration of the National picture here .</p> <p>6/5 Home Secretary has announced a suite of measures which are set out separately from this action plan . They include revision of Code A of PACE to prescribe what constitutes “ reasonable grounds for suspicion” This will guide the use of the power in the future and forces will wait for the necessary changes.</p>	

Objective	
<p>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.</p>	
<p style="text-align: right;"><b>Task Owner(s)</b></p>	
<p style="text-align: right;">Supt Ops</p>	
Latest Position	Status
<p>Both inspections found that supervision of stop &amp; 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.</p> <p>21/3 Stop and search working group heard that first line supervision has been patchy and that measures needed putting in place in order that the application was more closely monitored at the front end. Inspectors have been given the responsibility for ensuring the quality of the forms submitted by their groups. The figures were monitored after one month resulting in nearly zero returns from FIB, this needs to be embedded as part of daily business</p> <p>6/5 Since this action has been tasked, Inspectors have carried out dip checking of stop and search forms, Supt Ops has further dip sampled a number of forms and the community scrutiny group (meeting on 22/4) dip sampled another batch of forms.</p>	

Objective		
<p>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.</p>		
Tasks	Deadline Date	Task Owner(s)
		Supt Ops
Latest Position		Status
<p>Covered at point 2 above                      6/5 Since this action has been tasked, Inspectors have carried out dip checking of stop and search forms, Supt Ops has further dip sampled a number of forms and the community scrutiny group (meeting on 22/4) dip sampled another batch of forms</p>		

Objective		
<p>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.</p>		
Tasks	Deadline Date	Task Owner(s)
		Supt Ops
Latest Position		Status
<p>Awaiting feedback from the College. The NPIA inspection identified Stop &amp; Search training delivered to new recruits, both regular &amp; 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.</p> <p>21/3 Training although commented on positively by the NPIA, is not adequate going forwards, NCALT is not sufficient on its own to ensure that this critical area is being addressed with sufficient updates. Requires L and D to deliver training to front line at crossover times. Action awaits</p> <p>6/5 Home sec has announced a suite of new measures (30/4) in a statement to the house of commons; including commissioning the College of Policing to develop robust professional standards for officers, supervisors and police leaders as part of a National training review into S and S. This will be disseminated by the College</p>		



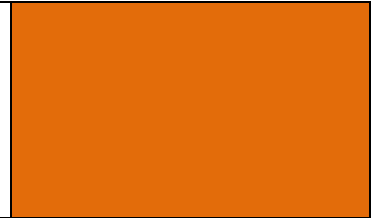
Objective		
5) Chief Constables should ensure that officers and supervisors who need this training are required to complete it, and that their understanding of what they learn is tested.		
Tasks	Deadline Date	Task Owner(s)
Learning Needs Analysis for officers & supervisors.		Supt Ops
Latest Position		Status
This requires further work to establish any learning needs in addition to those training products currently being delivered (see recommendation 6). <i>As above at point 4</i> 6/5 Home sec has announced a suite of new measures (30/4) in a statement to the house of commons; including commissioning the College of Policing to develop robust professional standards for officers, supervisors and police leaders as part of a National training review into S and S. This will be disseminated by the College		

Objective		
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.		
Tasks	Deadline Date	Task Owner(s)
		Supt Ops
Latest Position		Status
Recording of Stop & Search encounters have been recorded on the Force UNIFI Intelligence System 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. This recording was further refined with briefings, being delivered over next 3 months, to operational officers to address emerging data input issues.		
Commencing January 2014, a six month pilot scheme is to be conducted via I & I to input this data and ensure compliance along with accurate, timely and relevant data being put onto the Force		
<i>This is ongoing, data quality has improved one single source of input has helped enormously this will be reviewed at the end of the financial year once the home office return has been submitted. There are still some gaps with NSPIS recording stop and</i>		

search data where no 386 exists but this has been addressed through CUG this week and will be reviewed at next quarter.

Records are being dip checked by group Inspectors

6/5 Messages have been driven through CUG and UPD Inspectors meetings regarding the Intelligence requirements for 386 forms and those persons arrested subject of a stop and search. NSPIS drop down menu is now clear at the point of booking in prisoners with a requirement being set for all Custody officers to ask : “is the arrest as a result of a search” Single point of input has been maintained by UPD staff member embedded temporarily into FIB.



Objective		
<p>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.</p>		
Tasks	Deadline Date	Task Owner(s)
Latest Position		Status
<p>The Stop &amp; Search Community Scrutiny Group held its first meeting on 19 12 2013; the second meeting will be held on 11 02 2014. Part of the Group's remit is to critically examine anonymised Stop &amp; Search records (Form 386).</p> <p>21/3 Two meetings have now taken place and although the size of the community scrutiny group is small, it has started well is transparent and the members have buy in to the scope of the meeting</p> <p>6/5 Third meeting held with community scrutiny group on the 22/4, during which forms were dip sampled, TOR for the group agreed along with meeting structure, governance and communications. Group has now grown to include chair of the National Black Womens Network, Sonia Brown MBE, Duwayne Brooks, Chair of MPA and additional City community members.</p>		

Objective		
<p>8) Chief Constables should ensure that those people who 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.</p>		
Tasks	Deadline Date	Task Owner(s)
		Supt Ops
Latest Position		Status
<p>Historically and currently, there have been a low number of complaints connected to the use of Stop &amp; 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. <b>There are an extremely small number of complaints relating to code A</b>                      6/5 complaints position is the same, Home secretary has announced a “community trigger” whereby police must engage with its communities to explain the use of S and S where there is a large volume of complaints. This does not apply to the City given the very small numbers of complaints.</p>		

Objective		
<p>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.</p>		
Tasks	Deadline Date	Task Owner(s)
Latest Position		Status
<p>The Force awaits recommendations from Chief Constables’ Council.  <b>21/3 The force is moving towards a mobile tablet solution for input by officers, which will be rolled out this October</b>                      6/5 No change</p>		

Objective		
<p>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.</p>		
Tasks	Deadline Date	Task Owner(s)
		Supt Ops
Latest Position		Status
<p>Technological solutions are being scoped to enable Airwave to record encounters, this will mirror the system used by Greater Manchester Police. At the present time this is expensive and is most likely to be achieved when mobile devices are rolled out to front line staff.</p> <p>21/3 Mobile tablet solution being scoped as above</p> <p>6/5 No change</p>		

**COLP RECOMMENDATIONS**

Objective		
1) Statistical data to be provided to police committee on an agreed regular basis		
Tasks	Deadline Date	Task Owner(s)
Latest Position		Status
Data is already supplied to CoLP Performance Management Group (PMG) on a quarterly basis and can be reported to the relevant member at update meetings		
<p>6/5 2013/14 returns still being prepared by PIU. Unifi is now the central repository for all 386 data and the Inspectors have done a good job of ensuring the initial quality of submissions is to the required standard. These are still being inputted by one person ensuring consistency, which is key. The custody records are now being managed better with custody officers using the drop down menu on NSPIS to identify if the arrest is as a result of a search. These records can now be searched with more confidence as Insp Custody has done a good job of driving this message home. We are as ever reliant upon the efforts of referent leaders to ensure that this is being done, but the results of my dip checks have been positive, particularly inspectors being held to account by Helen for their performance in this area.</p>		

Objective		
2) Publish a force definition of an effective outcome from the use of stop and search powers.		
Tasks	Deadline Date	Task Owner(s)
		Supt Ops
Latest Position		Status
This awaits national guidance (see recommendation 1) and subsequent work by the Force Stop & Search Working Party. However, stop & searches resulting in an arrest are already monitored and reported at the Force PMG		
<p>21/3 Stop and search working group has discussed the use of a definition and what would constitute a positive outcome, this is not straightforward and has been discussed at the scrutiny group also, Dwayne Brooks has a view around arrests not being the sole indicator and certainly not being called positive. Engagement and confidence surveys are being discussed and updates will follow after the next group meeting</p> <p>6/5 Home Sec has announced a suite of measures (30/4) including a recommendation that the College of Policing will launch a “best use of stop and search scheme” Forces participating in the scheme will have to show any link between the search and its outcome. A broader range of outcomes is being required by Forces to include for example: penalty notices for disorder and cautions. This will be discussed as an agenda item at the next S and S working group.</p>		

Objective		
3) To monitor and analyse the effectiveness of the use of the power.		
Tasks	Deadline Date	Task Owner(s)
		Supt Ops
Latest Position		Status
<p>Carried out through quarterley Force Stop &amp; Search Steering Group meetings and quarterly Community Scrutiny Group meetings.</p> <p>21/3 This is on the agenda at the scrutiny group and is underway Two meetings have now taken place and although the size of the community scrutiny group is small, it has started well is transparent and the members have buy in to the scope of the meeting</p> <p>6/5 Third meeting held with community scrutiny group on the 22/4, during which forms were dip sampled, TOR for the group agreed along with meeting structure, governance and communications. Group has now grown to include chair of the National Black Womens Network, Sonia Brown MBE, Duwayne Brooks, Chair of MPA and additional City community members.</p>		

Objective		
4) To analyse or review for effectiveness, fairness or impact upon the community		
Tasks	Deadline Date	Task Owner(s)
		Supt Ops
Latest Position		Status
<p>This will be standing item at the Stop &amp; Search Community Scrutiny Group.</p> <p>21/3 Two meetings have now taken place and although the size of the community scrutiny group is small, it has started well is transparent and the members have buy in to the scope of the meeting</p> <p>6/5 Third meeting held with community scrutiny group on the 22/4, during which forms were dip sampled, TOR for the group agreed along with meeting structure, governance and communications. Group has now grown to include chair of the National Black Womens Network, Sonia Brown MBE, Duwayne Brooks, Chair of MPA and additional City community members.</p>		



Objective		
5) To analyse the effects of the use of stop and search powers on recorded and detected crime, including mapping of searches against crimes		
Tasks	Deadline Date	Task Owner(s)
Latest Position		Status
The Force Intelligence Bureau has been asked 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		<b>WHITE</b>
<p>21/3 This is not currently underway but still needs to be progressed as part of an evidence based approach to the use of the power with a follow up to see if it has in fact reduced re offending Stop and search working group has discussed the use of a definition and what would constitute a positive outcome, this is not straightforward and has been discussed at the scrutiny group also, Dwayne Brooks has a view around arrests not being the sole indicator and certainly not being called positive. Engagement and confidence surveys are being discussed and updates will follow after the next group meeting</p> <p>6/5 Home sec has announced a suite of measures (30/4) including a recommendation that the College of Policing will launch a “ best use of stop and search scheme” Forces participating in the scheme will have to show any link between the search and its outcome. A broader range of outcomes is being required by Forces to include for example: penalty notices for disorder and cautions. This will be discussed as an agenda item at the next Stop and Search working group.</p> <p>It is unlikely that this can be progressed until the mobile solution is introduced for the Force, as it would involve manual tracking of each person stopped and searched, as opposed to the computer running a programme against those records held for nominals to establish any future criminality. This should be seen as aspirational at this current time due to the unwieldy processes that would be necessary.</p>		

Objective		
6) To conduct public surveys seeking the views of people subjected to stop and search by the force.		
Tasks	Deadline Date	Task Owner(s)
		Supt Ops
Latest Position		Status
<p>This requires further work to be directed by the Force Stop &amp; 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; this links to point 16, tracking of those stopped. No further work has been progressed with regard to satisfaction surveys.</p> <p>21/3 We are not in a position at this stage to include it onto the vocal surveys, and concern has been raised at including it as part of the street experience ( by the working group) Further work with the scrutiny group is required</p> <p>6/5, this was discussed at the community scrutiny group on 22/4, however we do not have a suitable vehicle with which to carry out the survey at the moment. Chair of the Black Womens Network expressed some concern over this being done on the street and perception that it could be a “paper” exercise. Suggest meeting with corporate communications to establish if a more media savvy approach can be taken which reaches out to younger people</p>		

Objective		
7) To conduct force audits to assess the fair and effective use of stop and search.		
Tasks	Deadline Date	Task Owner(s)
		Supt Ops
Latest Position		Status
<p>This has commenced. No untoward trends have been identified.</p> <p>See updates above in relation to data quality, but based on the information available no untoward trends have been identified</p> <p>6/5 No change</p>		

Objective		
8) To ensure all records contain sufficient information to support reasonable grounds.		
Tasks	Deadline Date	Task Owner(s)
		Supt Ops
Latest Position		Status
<p>This is linked to the above (point 7). Any trends will be fed into the OLF to inform any future training requirement. All Stop &amp; Search records are countersigned by the officer's supervisor.</p> <p>This was also be subject to the scrutiny of the Stop &amp; Search Community Scrutiny Group</p> <p>All stop and search forms are now the responsibility of Inspectors, who are dip checking and ensuring ongoing quality. All NSPIS records are now dip checked and will be subject of review at the end of the financial year.</p> <p>21/3 Stop and search working group heard that first line supervision has been patchy and that measures needed putting in place in order that the application was more closely monitored at the front end. Inspectors have been given the responsibility for ensuring the quality of the forms submitted by their groups. The figures were monitored after one month resulting in nearly zero returns from FIB, this needs to be embedded as part of daily business</p> <p>6/5 Since this action has been tasked, Inspectors have carried out dip checking of stop and search forms, Supt Ops has further dip sampled a number of forms and the community scrutiny group (meeting on 22/4) dip sampled another batch of forms.</p>		

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**Brief Summary of Home Secretary’s proposed changes as announced in the House of Commons on 30<sup>th</sup> April 2014**

Action	Statutory body responsible	Time frame	Implications
Changes to Code A of PACE	Statute/Police	N/K	Revise the Police and Criminal Evidence Act Code of Practice A to make clear what constitutes “reasonable grounds for suspicion” – the legal basis upon which police officers carry out the vast majority of stops. The revised code will emphasise that where officers are not using their powers properly they will be subject to formal performance or disciplinary proceedings.
Develop New National Training standard	College of Policing	N/K	Review the national training of stop and search with a view to developing robust professional standards for officers on probation, existing officers, supervisors and police leaders. College to include in this work unconscious bias awareness training to reduce the possibility of prejudice informing officers’ decisions.
Fitness to practice assessment	College of Policing	N/K	introduce an assessment of officers’ fitness to use stop and search powers. if officers do not pass this assessment, if they do not understand the law or they do not show they know how to use stop and search powers appropriately, they will not be allowed to use

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Launch “ Best use of Stop and Search” scheme	Home Office /College of Policing	N/K	<p>them.</p> <p>Record the outcome of stops in more detail to show the link – or the lack of a link – between the object of the search and its outcome. This will allow us to assess how well forces are interpreting the “reasonable grounds for suspicion” they are supposed to have to use their stop and search powers in accordance with law. The scheme will also require forces to record a broader range of outcomes, such as penalty notices for disorder and cautions. In order to improve the public’s understanding of the police, forces participating in the scheme will introduce lay observation policies, which enable members of the local community to apply to accompany police officers on patrol.</p>
Community Trigger	Home Office/ACPO	N/K	<p>Police must explain to the public how stop and search powers are being used where there is a large volume of complaints.</p>
Section 60 authorisations	<i>ACPO</i>	N/K	<p>By using no-suspicion stop and search when it is “necessary to prevent incidents involving serious violence” rather than just “expedient” to do so. They will raise the level of authorisation to a chief officer and that officer must reasonably believe that violence “will” take place rather than “may”, as things stand</p>

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now. This will bring no-suspicion stop and search more into line with the stop and search powers under Section 47A of the Terrorism Act 2000. Search limited to 15 hours

Stop and search data added to force crime maps ACPO

N/K

Add stop and search data to the government’s popular crime maps at [www.police.uk](http://www.police.uk). Her Majesty’s Chief Inspector of Constabulary to include the use of stop and search in HMIC’s new annual general inspections which begin towards the end of this year. And I have commissioned HMIC to review all other police powers similar to stop and search – including Section 163 of the Road Traffic Act – with a view to eliminating any unfair or inappropriate use of those powers.

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*Source:*

<https://www.gov.uk/government/speeches/stop-and-search-comprehensive-package-of-reform-for-police-stop-and-search-powers>

<b>Committee(s):</b> Police Performance and Resource Management Sub-Committee		<b>Date(s):</b> 28 <sup>th</sup> May 2014	
<b>Subject:</b> End of Year Performance against Targets in the Policing Plan 2013-16		<b>Public</b>	
<b>Report of:</b> Commissioner of Police Pol 43/14		<b>For Information</b>	
<b><u>Summary</u></b>			
<ol style="list-style-type: none"> <li>1. This report summarises performance against the Policing Plan 2013-16 for the 2013-14 financial year.</li> <li>2. At the end of March 2014, of the 28 policing plan targets, 24 had been achieved and 4 had not been achieved.</li> </ol>			
1.1.1a Increase the number of engagements with the community aimed at deterring people supporting terrorism or violent extremism		ACHIEVED	
1.1.1b All relevant plans within CoL scrutinised by the CT Architectural liaison team		ACHIEVED	
1.1.1c Deploy intelligence led, high visibility policing operations to counter the terrorism threat and reassure the public		ACHIEVED	
1.1.1.d Ensure that at least 90% of people surveyed consider the City of London Police is prepared and capable of policing the terrorist threat effectively		ACHIEVED	
1.2.1a Increase the number of government and industry sectors providing economic crime data to the National Fraud Intelligence Bureau		ACHIEVED	
1.2.1b Increase quantity and quality of fraud prevention products disseminated by the N FIB (Quality/Quantity)		Achieved	Achieved
1.2.1c Disrupt the top 10 organised crime groups causing the greatest harm		ACHIEVED	
1.2.1.d Ensure at least 90% of fraud victims are satisfied with service provided		NOT ACHIEVED	
1.2.1e Increase by 10% the no. of officers, public sector and private sector fraud investigators trained by the Fraud Academy		ACHIEVED	
1.2.1f Conduct reviews of investigations to inform Fraud Academy training courses and best practice toolkits		ACHIEVED	
1.3.1a Meet all national requirements for public order mobilisation to support the SPR		ACHIEVED	
1.3.1b Deliver ongoing organisational improvements and development relating to public order deployments (complaints)		ACHIEVED	
1.3.1b (2) As above (Debriefs)		ACHIEVED	
1.3.1c Ensure that at least 85% of residents and businesses are satisfied with the information received in relation to pre-planned events		ACHIEVED	
1.4.1a Reduce levels of victim-based violent crime compared to 2012-13		NOT ACHIEVED	
1.4.1b Reduce levels of victim-based acquisitive crime compared to 2012-13		ACHIEVED	
1.5.1a Support the City of London Corporation's casualty reduction target through enforcement and education activities		ACHIEVED	

<b>1.5.1b</b> Increase the number of uninsured vehicles seized and unlicensed drivers apprehended compared to 2012-13	<b>ACHIEVED</b>
<b>1.5.1c</b> Increase the number of referrals to the Safer Cycle Scheme compared to 2012-13	<b>ACHIEVED</b>
<b>1.5.1c(2)</b> Increase the number of referrals to the Driver Alert Scheme compared to 2012-13	<b>ACHIEVED</b>
<b>1.6.1a</b> Ensure that at least 90% of those reporting antisocial behaviour are satisfied with the service provided by the police	<b>ACHIEVED</b>
<b>1.6.1b</b> Reduce the average annual number of rough sleepers in the City	<b>NOT ACHIEVED</b>
<b>1.6.1c</b> Actively promote, with partners, effective stewardship and crime prevention activities within licensed premises	<b>ACHIEVED</b>
<b>1.6.1d</b> Run intelligence led operations to target threats associated with the night time economy	<b>ACHIEVED</b>
<b>1.7.1a</b> Ensure at least 85% of City street population surveyed consider the police in the City of London are doing a good or excellent job	<b>ACHIEVED</b>
<b>1.7.1b</b> Ensure at least 90% of victims of crime are satisfied with the service provided by the police	<b>NOT ACHIEVED</b>
<b>1.7.1c</b> Respond to at least 95% of 999 calls within the national target of 12 minutes	<b>ACHIEVED</b>

### **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 2013-14 financial year. All relevant performance information is contained within Appendix 'A' with only those areas where targets were not achieved appearing in the body of this report itself.
2. As previous reports, this performance report includes a brief overview of Force performance that is not covered by specific targets.
3. Unlike previous quarterly reports to your Sub Committee, the end of year report does not use the usual traffic light grading system but simply states whether the target has been achieved or not achieved by year end.



## Current Position

### *Overview of Force Performance*

4. A comparison with the 2012-13 financial year shows that between 1<sup>st</sup> April 2013 and 31<sup>st</sup> March 2014:
- Total victim-based crime (which includes violence against the person, sexual offences, robbery, burglary, theft and criminal damage) rose by 0.4% (20 more offences than the previous year). The largest increases were recorded in the categories of violence against the person with injury (65 more offences), theft from the person (64 more offences), shoplifting (61 more offences) and bicycle theft (41 more offences). However, increases were offset by reductions in other areas, for example there were 69 fewer non-residential burglaries and 'theft other' fell by 210 offences compared to the previous financial year.
  - Whilst detection rates are no longer being reported to or by the Home Office, for your Sub Committee's information, the detection rate for total victim-based crime gradually improved over the course of the year from 16.8% at the end of the first quarter to 20.2% at the end of March 2014, a 0.5% increase on the level recorded at the end of 2012-13.
  - Crimes against statute, which includes drugs offences, possession of weapons, public order offences and 'miscellaneous crimes against society'<sup>1</sup>, fell compared to 2012-13, by 13.8% or 133 fewer crimes. There were 39 fewer public order offences (affray and s.5 Public Order Act offences) compared to the previous year and 58 fewer drugs offences. Additionally, certain fraud cases are no longer recorded as crimes against statute (a change approved by the Home Office), accounting for nearly a third of the offences.
  - At the end of March 2014, total notifiable crime was down by 2.0% or 113 fewer offences (5441 crimes compared to 5554 the previous year). The overall detection rate was 29.2%, 0.9

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

of a percentage point lower than the 30.1% recorded the previous year.

5. In addition to those items reported in the previous three quarterly reports, notable Force achievements and activities during the final three months of the financial year include:
- During January, ECD hosted a seminar attended by delegates from the National Crime Agency (NCA), MPS, British Transport Police, Crown Prosecution Service and HMRC aimed at improving the collective understanding of the threat posed by cyber crime.
  - On 7<sup>th</sup> February, the Force became the first police force to start using a radical new approach to deter and detect would be perpetrators of hostile reconnaissance (Operation Servator). The framework was developed over three years by the Centre for the protection of national infrastructure (CPNI) and behavioural psychologists.
  - Also during February the Force successfully applied for £3.2m to be forfeited under the Proceeds of Crime Act following a complex international money laundering investigation. The Force was awarded half of the forfeited funds.
  - Following a comprehensive investigation into a prolific drug dealer (who made over 1000 journeys into the City to supply cocaine), the accused pleaded guilty at a preliminary hearing at the Central Criminal Court and received a 3.5 year custodial sentence.
  - At the end of February, a groundbreaking partnership between the Force and the Policia Nacional of Spain resulted in 110 arrests being made. The arrests were split between England, Spain, the US and Serbia and targeted individuals believed to be running boiler room frauds.(Operation RICO).
  - During the last quarter of the year the Force received confirmation that the Insurance Industry agreed to fund an expansion of the Insurance Fraud Enforcement Department (IFED) (£11.7m over 3 years). During its period of operation, IFED has investigated millions of pounds worth of insurance fraud, made 430 arrests and brought to justice 223 fraudsters.

## Target Performance

6. **1.1.1c – To deploy intelligence led, high visibility policing operations to counter the terrorist threat and reassure the public.** Members are requested to note that although this target has been graded by the Force as “achieved”, it has done so on 10 months’ worth of data and not 12. The technology used to monitor the exact number of hours deployed failed terminally during February and March with the result that no data could be extracted for those two months. However, performance against this target has been consistent over the course of the year and it was the view of the Performance Management Group (PMG) that there is no reason to assume that the data for February or March would have been out of kilter with the rest of the year.
7. **1.2.1d – Ensure that at least 90% of fraud victims are satisfied with the service provided.** At the end of the third quarter the Force recorded this target as “Green” indicating that it was likely to be achieved by year end. That assessment was made on a cumulative percentage average of 89% over the three quarters. During the final quarter of the year, the survey returned a satisfaction rate of 80%, which reduced the yearly average to 87%, failing to achieve the 90% target.
8. At the end of the third quarter, because response levels were so low, Performance Management Group directed ECD to identify two multi-victim frauds and send a survey letter to each victim. That resulted in around 400 postal surveys being sent out. That survey closed in February and produced 129 responses. Of the 129 who replied, 91 were satisfied with the whole experience (70.5%). Assimilating the results of that survey with the planned victim survey reduces the cumulative average to 82.7%.
9. This target is being carried forward for 2014-15 albeit in an amended form to concentrate on only those victims whose cases have been investigated by the City of London Police. Given the historical issues with low response rates, ECD have now put in place a process with an external survey company who will routinely conduct surveys (telephone and postal) with every victim at the case’s outcome. The Force (and survey company) believes this will dramatically improve response rates.

10. **1.4.1a - Reduce levels of victim-based violent crime compared to 2012-13.** Performance against this target was assessed as RED at the end of the third quarter, indicating that the target would not be achieved by year end. By the end of March 2014 the Force recorded a 19.0%<sup>2</sup> increase compared to the previous year, which equates to 106 more offences.
11. Members will be aware from previous reports of the concerted efforts made by the Force throughout the year in an attempt to achieve this target. Those efforts have included deployment of a broad range of operational tactics, use of covert resources inside licensed premises, saturation patrol tactics, use of enhanced intelligence products and implementation of a specific problem solving model.
12. Following a comprehensive review of victim based violent crime in the City, a separate report on this subject has been submitted to your Sub Committee. That report confirms points made to your Sub Committee previously, namely: that the 19% increase equates to a real term rise of fewer than 2.1 crimes per week; compared to the national average of 11 crimes per 1000 people, levels in the City of London are very low at fewer than 2 crimes per 1000 people; offending patterns are sporadic and do not follow any discernible patterns (outside of Fridays and Saturdays between 2200 and 0300 hours). Whilst it is unfortunate that the Force did not achieve this target, Members can be assured that every possible effort was made (and will continue to be made) to reduce victim based violent crime.
13. **1.6.1b – To reduce the average number of rough sleepers in the City of London.** At the end of the third quarter the Force believed this target would be achieved by year end. At that point the cumulative average for the year was running at 21 rough sleepers against a target of fewer than 22, although there had been a slight increase in the numbers counted during November (26 compared to 21, 21 and 16 on the previous counts).

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<sup>2</sup> The Review of Violent Crime report that is also being submitted to your Sub Committee states that the increase in violent crime over the course of the financial year compared with the previous year was 19.4%. The reason for the slight discrepancy is because the review used daily crime statistics from a live database. This end of year report uses the figures that were submitted to the Home Office which reflect corrections and reclassifications and are therefore usually very slightly different from the daily statistics. In this case the difference is as follows:

Daily figures: 2012/13: 556, 2013/14: 664 = 19.4% increase

Finalised figures submitted to HO: 2012/13: 559, 2013/14: 665 = 19% increase

14. Over the course of the final quarter there was a surge in the number of economic migrant rough sleepers in the City together with some issues with displaced rough sleepers from the Hackney borders. The result was that during the February count, the number of rough sleepers recorded was 34, effectively rendering the target unachievable by year end.
15. This target has not been carried forward in the current policing plan; however, a target has been retained in the relevant Directorate's business plan to support the City of London Corporation's efforts to reduce the number of rough sleepers within the City. The Force will continue to play an important role in the tackling rough sleeper initiative that is due to be refreshed imminently.
16. **To ensure at least 90% of victims of crime are satisfied with the service provided by the police.** As with violent crime, Members were advised at the end of the third quarter that this target would not be achieved by year end. Over the past year the highest level achieved has been 85.8%, which was at the end of the second quarter. The Force has scored highly consistently in the categories of 'ease of contact' (95.5% satisfaction) and 'treatment' (94.4% satisfaction); however, 'action taken' and 'follow up' have both been around 82%, which has impacted on the 'whole experience' rating that this target is measured against.
17. This target is being carried forward in the current policing plan. PMG will continue to monitor closely those areas where improvement is needed to raise the 'whole experience' percentage.

## **Conclusion**

18. To have achieved 24 of the 28 policing plan targets remains a significant achievement for the Force. However, it is disappointing that not all the policing plan targets have been achieved and the Force is cognisant of the need to specifically pay close attention to the rise in violent crime in the coming year. Combined with the reduction in the overall levels of crime in the City and when viewed with other Force achievements that have been reported to your Sub Committee over the course of the year, it is fair to say that the Force has again delivered strong performance during 2013-14.

**Background Papers:**

- **Appendix “A” Performance Summary**

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## APPENDIX A – PERFORMANCE SUMMARY FOR THE 2013-14 FINANCIAL YEAR

PERFORMANCE INDICATOR: 1.1.1. Protect the City of London from terrorism and extremism												
<b>TARGET</b>	1.1.1a. To increase the number of engagements with the community aimed at deterring people supporting terrorism or violent extremism											
<b>TARGET OWNER</b>	Crime Investigation Directorate											
<b>AIM/RATIONALE</b>	The target relates to Prevent, its aim is to show an increase in community confidence and relations. Additionally it will make the community aware of the method of reporting any <b>Prevent</b> suspicions or concerns, knowing that they will be dealt with appropriately, sensitively and in a timely fashion. The ultimate goal is the early notification of vulnerable persons who are at risk of radicalisation so that preventative action can be taken.											
<b>DEFINITIONS</b>	<b>Engagement:</b> 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.											
<b>BASELINE</b>	49 or more Prevent events over the course of the year											
<b>MEASUREMENT</b>	Assessed against the events delivered and against the annual plan to achieve the target											
<b>DATA SOURCE</b>	Special Branch (information not available from central systems)											
<b>TARGET STATUS</b>	<b>ACHIEVED</b>											
END OF YEAR POSITION												
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Number	6	6	4	5	3	2	4	2	3	5	1	8
Cumulative total	6	12	16	21	24	26	30	32	35	40	41	49

PERFORMANCE INDICATOR: 1.1.1. Protect the City of London from terrorism and extremism												
<b>TARGET</b>	1.1.1b. 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											
<b>TARGET OWNER</b>	Crime Investigation Directorate											
<b>AIM/RATIONALE</b>	It supports a key area of prevention work in counter terrorism. The ALOs and CTAs work in helping to 'design out crime and terrorism' through identifying vulnerabilities is an intrinsic element in future proofing the City against attack.											
<b>DEFINITIONS</b>	<b>Relevant plans</b> - those that are for office and commercial developments; housing developments; major retail and leisure developments; public open spaces; other significant developments as from time to time agreed between the planning office and the ALO team.											
<b>BASELINE</b>	100%											
<b>MEASUREMENT</b>	As below											
<b>DATA SOURCE</b>	Counter Terrorism Section, the ALO to provide data to Strategic Development (information not available on central systems)											
<b>TARGET STATUS</b>	<b>ACHIEVED</b>											
END OF YEAR POSITION												
Month	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
YTD Total consultation	3	8	10	13	13	17	21	22	24	26	30	35
Traffic Light	<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>
# Plans submitted within month	3	5	2	3	0	4	4	1	2	4	4	5
# Reviewed Plans (no advice required)	0	0	0	0	0	0	0	0	0	0	0	0
# Reviewed Plans (written advice provided)	0*	0*	0*	0*	0*	0*	0*	0*	0*	0*	0*	0*
# Reviewed Plans (verbal advice provided)	3	5	2	3	0	4	0	0	2	4	4	5
*Advice is provided verbally at meetings with architects and developers. Meeting notes are provided by them. Written confirmation of advice is provided by us on request only. Correspondence and appointments data are retained for verification if required.												



PERFORMANCE INDICATOR: 1.1.1. Protect the City of London from terrorism and extremism												
TARGET	1.1.1c. To deploy intelligence led, high visibility policing operations to counter the terrorism threat and reassure the public											
TARGET OWNER	Uniform Policing Directorate											
AIM/RATIONALE	To ensure 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	<b>Intelligence led, high visibility policing operation:</b> 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	NA											
MEASUREMENT	(1) To be assessed against the number of hours tasked to CT options and the number of hours delivered (2) Target 1.1.1.d 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)											
TARGET STATUS	ACHIEVED#											
END OF YEAR POSITION												
Month	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Hours tasked	1635	1635	1635	1635	1635	1635	1635	1635	1635	1635	-	-
Hours delivered	6044*	3612*	6042*	1992	2009	1652	1748	1543	2730	3402	-	-
Traffic Light for Month	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	-	-
*figures for the first quarter included default patrols – these have been excluded from July onwards.												
#Note: This target has been assessed as achieved on 10 months of available data. IT systems relied upon to report against this target failed for the months of February and March and the data could not be retrieved manually. Hours actually delivered over the course of the year are significantly in excess of the hours tasked.												

PERFORMANCE INDICATOR: 1.1.1. Protect the City of London from terrorism and extremism												
<b>TARGET</b>	<b>1.1.1d.</b> 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											
<b>TARGET OWNER</b>	Crime Investigation Directorate											
<b>AIM/RATIONALE</b>	For 2012-13 the Force adopted a similar target, which focused on attendees at Griffin and Argus events. The Force performed well against that target, and it is proposed to continue with a qualitative measure that focuses on 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.											
<b>DEFINITIONS</b>	NA											
<b>BASELINE</b>	(1) At least 90% of people attending GRIFFIN/ARGUS events consider CoLP is prepared and capable of policing the terrorist threat effectively (2) 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											
<b>MEASUREMENT</b>	By survey (following each GRIFFIN/ARGUS event) and quarterly street surveys											
<b>DATA SOURCE</b>	CT Section to supply GRIFFIN/ARGUS survey results <b>monthly</b> ; PIU to supply street survey results <b>quarterly</b>											
<b>TARGET STATUS</b>	<b>ACHIEVED</b>											
END OF YEAR POSITION												
*Argus + Griffin + Street Survey												
<b>Month</b>	<b>April</b>	<b>May</b>	<b>June</b>	<b>July</b>	<b>Aug</b>	<b>Sept</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>
<b>Griffin results</b>	100%	99%	98%	95%	99%	100%	98%	96%	100%	99%	92%	98%
<b>Argus results</b>	100%	97%	100%	96%	97%	98%	98%	97%	100%	100%	100%	100%
<b>Monthly average</b>	100%	99%	99%	95%	98%	99%	98%	97%	100%	99%	96%	99%
<b>Street Survey results (Quarterly)</b>			90.7%			84.5%			89.1%			88.5%
<b>Quarterly average*</b>			96.2%			94.1%			96.3%			95.5%

PERFORMANCE INDICATOR: 1.2.1. Protect the City of London and UK from Fraud												
TARGET	1.2.1a. To increase the number of government and industry sectors providing economic crime data to the National Fraud Intelligence Bureau											
TARGET OWNER	Economic Crime Directorate (NFIB)											
AIM/RATIONALE	NFIB's <i>KnowFraud</i> database is already the primary source of intelligence for the UK's National Strategic Assessment. However, there are a number of significant gaps in existing data including insurance and tax fraud. Increasing the pool of organisations/sectors providing crime data to the NFIB will improve the accuracy and validity of strategic products supplied by the NFIB											
DEFINITIONS	In order to measure this target, definitions were required to identify what is meant by a "sector". The NFA "Fraud losses by sector" chart provided a useful model but this only divided fraud loss into Public, Private and Not for profit sectors that were considered far too wide to achieve this target. Therefore the Public, Private and Not for profit headings were sub divided so that progress against this target can be meaningfully reported, as well as assisting performance reporting in other areas, e.g. "sectorising" the reach of NFIB products.											
BASELINE	Increase from the existing <b>12</b> sectors: <b>Public Sector</b> - Police, Central Government Law Enforcement, Central Government Agency, Regulatory Body, <b>Private Sector</b> - Law, Telecommunications, Banking, Business Risk Management, Distribution, <b>Not for profit</b> – Trade association – Financial, Trade association – Insurance, Fraud type specific forum/group.											
MEASUREMENT	To be assessed against ECD's plan to increase the number of participating sectors. The Sector and sub sector definitions are based on some research but are subjective. If an organisation providing data during the year does not align to a current sub sector then a new sub sector will require creation. An increase will be claimed once a data sharing agreement is signed with the providing organisation in a <b>new</b> sub sector.											
DATA SOURCE	ECD (information not available from central systems)											
TARGET STATUS	ACHIEVED											
END OF YEAR POSITION												
Over the course of the year there were 6 new data sharing agreements signed with new sectors												
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Number of new organisations signing Data Sharing agreements with NFIB	7	2	0	0	0	3	0	1	0	0	2	0
New sectors providing data to NFIB	4	0	0	0	0	1	0	0	0	0	1	0
Cumulative position	4	4	4	4	4	5	5	5	5	5	6	6

PERFORMANCE INDICATOR: 1.2.1. Protect the City of London and UK from Fraud													
TARGET	1.2.1b. To increase quantity and quality of fraud prevention products disseminated by the National Fraud Intelligence Bureau												
TARGET OWNER	Economic Crime Directorate												
AIM/RATIONALE	Disrupting fraud enablers is the most cost effective means of reducing the financial harm caused by fraud. Such enablers include bank accounts used to accept stolen money, e-mail addresses used by fraudsters and bogus websites that promote fictitious investment products												
DEFINITIONS	<b>Fraud prevention product:</b> Fraud Prevention products include Strategic products (Monthly threat update, Strategic assessments, Intelligence de-briefs and other bespoke products disseminated by NFIB e.g. Problem Profiles), alerts, intelligence summaries and analytical products. Also included as Fraud Prevention products are the number of NFIB disruption requests in respect of web sites, telephone numbers and bank accounts enabling fraud.												
BASELINE	<b>(1) Quality: 85%</b> of product recipients surveyed happy with the quality of the product ; <b>(2) Quantity Total:</b> per annum 3125												
MEASUREMENT	For <b>quantity</b> , this will be an increase on the total number of products as defined above. The <b>quality</b> of Fraud Prevention products will be measured by an increase in the Positive feedback responses received from product recipients via Survey Monkey. Positive feedback is when the recipient reports the product resulted in them taking direct action to reduce the threat of fraud or they found the contents of the intelligence product at the very least, useful background information / corroboration. At present the only products where feedback is received routinely via Survey Monkey are Alerts, Monthly threat updates, bespoke strategic products and Intelligence debriefs quarterly.												
DATA SOURCE	ECD (information not available on central systems)												
TARGET STATUS	QUALITY					ACHIEVED			QUANTITY				ACHIEVED
END OF YEAR POSITION													
	Apr	May <sup>3</sup>	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Quantity in period	259	1240	2212	2145	4477	2671	13515	6187	14655	12587	9485	14219	
Cumulative position	259	1499	3711	6518	10995	13666	27181	31622	46287	58874	68359	82578	
YTD target	260	520	781	1041	1302	1562	1823	2083	2344	2605	2866	3125	
Traffic Light	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	
Quality	73%	95%	100%	81%	100%	89%	87%	85%	100%	100%	91%	100%	
Traffic Light	AMBER	GREEN	GREEN	AMBER	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	
YTD	-	-	-	85%	86%	85%	85%	85%	87%	87%	87%	88%	

<sup>3</sup> The sudden increase in May and the following months was a result of the introduction of new software to increase the amount of products disseminated and improve feedback provided to the Force

<b>PERFORMANCE INDICATOR: 1.2.1. Protect the City of London and UK from Fraud</b>	
<b>TARGET</b>	<b>1.2.1c. To disrupt the top 10 organised crime groups using fraud causing the greatest harm</b>
<b>TARGET OWNER</b>	Economic Crime Directorate
<b>AIM/RATIONALE</b>	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 those groups to reduce the potential harm that they might cause or to disable them from causing harm
<b>DEFINITIONS</b>	<b>Top 10 OCGs causing the greatest harm:</b> The OCGs causing the greatest harm are those assessed as '1A' and other high scoring bandings (2's / B's) – with harm then reducing in 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'. For "Using fraud" read "owned by NLF (national lead force)".
<b>BASELINE</b>	The top 10 OCGs using fraud as assessed at 1 <sup>st</sup> April 2013
<b>MEASUREMENT</b>	The top 10 OCGs using fraud will be assessed as at April 2013. This target will then be measured against disruption of those groups over the course of the year. Whether a group has been disrupted will be assessed by the OCG Review Board that meets monthly. There will be a review of the target at 6 months (September). It is acknowledged that the Top ten OCGs owned by NLF will change month to month. Disruptions against OCGs that have been in the Top ten during the year will be counted.
<b>DATA SOURCE</b>	Intelligence and Information Directorate - following monthly OCG Review Board
<b>TARGET STATUS</b>	<b>ACHIEVED</b>
<b>END OF YEAR POSITION (see overleaf)</b>	

Disruption definition provided by Director of Intelligence

OCGs have their threat score reduced when disruption takes place however it is a complicated process and therefore we have discovered that its best practise to reduce the threat once rather than trying to do it several times. This means that on occasions when there is a delay in getting updates from the Lead Responsible Officer or as in CHAPLIN, a delay in sentence then the threat score cannot be properly assessed by the OCG team. Clearly the amount of time given in a sentence will affect the threat the OCG represents, therefore CHAPLIN will remain scored high until we have the sentence details. This does not affect operational response to OCGs.

The following tables summarise the Top Ten OCGs as assessed, banded by I & I FIB and disrupted over the course of the year.

Month	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Number of OCGs with a ratified disruption	0	1	3	0	0	3	1	0	0	6	3	0
Number of OCGs with a ratified disruption YTD figure	0	0	4	4	4	7	8	8	8	14	17	17
Number with disruption pending	4	3	0	1	1	2	1	1	1	0	1	7
Number subject to operational activity	4	5	4	2	2	4	3	1	0	2	0	0
Number post operational activity			3	6	6	4	5	8	8	8	8	2
Number subject to review	2	2	0	1	1	0	0	0	1	0	1	1
Traffic Light	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN

Operation names of disrupted OCGs:

April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
-	Chaplin	Sundial Ski jump Steamroller	-	-	Bold Yoga + 1 other	Salers Supermassive	-	-	Globetrotter Harvest Neem Ryland Soma + 1 other	Boldo Celestia Towhee	-

PERFORMANCE INDICATOR: 1.2.1. Protect the City of London and UK from Fraud				
TARGET	1.2.1d. To ensure that at least 90% of fraud victims are satisfied with the service provided			
TARGET OWNER	Economic Crime Directorate			
AIM/RATIONALE	High quality investigations improve detection rates and victim satisfaction, which is a core aspiration of NLF. This measure provides confidence that the stringent training regime translates into high quality investigations. It has been chosen above detection rates (as a measure) since the latter is subject to third party (e.g. Crown Prosecution Service) influence.			
DEFINITIONS	The ECD victim of crime survey is now conducted in line with the Force Survey in accordance with Home Office guidelines.			
BASELINE	90% of fraud victims satisfied with the service provided.			
MEASUREMENT	Via quarterly survey.			
DATA SOURCE	ECD (from information provided by CoLP PIU from quarterly victim survey)			
TARGET STAUS	<b>NOT ACHIEVED</b>			
END OF YEAR POSITION				
	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2012-13 ECD Victim Survey Result	No data was collected for this quarter in 2012-13	89%	No data was collected for this quarter in 2012-13	89%
2013-14 Survey Result	83% (5 of 6)	100% (7 of 7)	80% (4 of 5)	80% (4 of 5)
YTD	83%	92% (12 of 13)	89% (16 of 18)	87% (20 of 23)
Traffic Light	AMBER	GREEN	GREEN	RED
<p>At the end of the third quarter, because response levels were so low, Performance Management Group directed ECD to identify two multi-victim frauds and send a survey letter to each victim. That resulted in around 400 postal surveys being sent out. That survey closed in February and produced 129 responses. Of the 129 who replied, 91 were satisfied with the whole experience (70.5%). Assimilating the results of that survey with the planned victim survey above reduces the cumulative average further to 82.7%.</p>				

PERFORMANCE INDICATOR: 1.2.1. Protect the City of London and UK from Fraud												
<b>TARGET</b>	<b>1.2.1e. To increase by 10% the number of police officers, public sector and private sector fraud investigators trained by the Fraud Academy</b>											
<b>TARGET OWNER</b>	Economic Crime Directorate											
<b>AIM/RATIONALE</b>	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											
<b>DEFINITIONS</b>	N/A											
<b>BASELINE</b>	<b>582</b> (10% on 2012/13 level).											
<b>MEASUREMENT</b>	The target will be assessed against a simple number of people trained. This will be compared against the number of course attendee's same month in the previous year and then cumulatively against the target. This will take account of fluctuations in course delivery throughout the year.											
<b>DATA SOURCE</b>	ECD (Fraud Academy – information not available from central systems)											
<b>TARGET STATUS</b>	<b>ACHIEVED</b>											
END OF YEAR POSITION												
	Apr 13	May 13	Jun 13	Jul 13	Aug 13	Sep 13	Oct 13	Nov 13	Dec 13	Jan 14	Feb 14	Mar 14
Number of attendees attending courses	31	47	0	179	23	81	54	43	12	81	39	153
Baseline against comparable month in 2012/13	27	40	11	26	37	45	55	111	80	38	55	56
Cumulative progress towards target (582)	31	78	78	262	285	366	420	463	475	556	595	748
Traffic light	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green



PERFORMANCE INDICATOR: 1.2.1. Protect the City of London and UK from Fraud	
TARGET	1.2.1f To conduct reviews of investigations, to inform Fraud Academy training courses and best practice toolkits
TARGET OWNER	Economic Crime Directorate
AIM/RATIONALE	To ensure that all completed cases are reviewed to inform best practice and make improvements to future training and training resources
DEFINITIONS	N/A
BASELINE	N/A
MEASUREMENT	At the conclusion of <b>each investigation</b> the OIC will review their work to identify best practice and update the UNIFI record to this effect. ECD will report the number of reviews conducted. Of the number of Best Practice suggestions forwarded to the Fraud Academy (A) how many led to a change to course content, and how many led to a change to the best practice toolkits. Although the trigger for a review is the conclusion of an investigation it is acknowledged Best Practice suggestions can be forwarded to the Fraud Academy at any time during an investigation. Whilst the Fraud Academy can report the number of Best practice suggestions they receive in the period consideration for inclusion in courses/toolkits will take longer and may not be reported in the same period. Therefore no correlation can be made between the number of suggestions received and the number that led to a course/toolkit change. Strategic Development will verify the data by way of dip sample at least twice during the year.
DATA SOURCE	ECD (not available from central systems)
TARGET STATUS	<b>ACHIEVED</b>
END OF YEAR POSITION	
<p>On the 26<sup>th</sup> September the internal review team met with the ECD Business Performance Team and dip sampled 20 closed investigations from YTD to ensure reviews had been entered on UNIFI. All case samples reviewed complied. A dip sample of two best practice suggestions showed they had led to course changes</p> <p>The table on the following page summarises performance over the year. The AMBERS indicate where reviews were outstanding at that point in time, however, they have in fact been completed and this target has been achieved.</p>	

	Apr 13	May 13	Jun 13	Jul 13	Aug 13	Sep 13	Oct 13	Nov 13	Dec 13	Jan 14	Feb 14	Mar 14
No. of investigations concluded	34	27	30	33	12	17	8	21	6	40	15	19
YTD No of investigations concluded.	34	61	91	124	136	153	161	182	188	228	243	262
No. of reviews conducted in month of closure	31	27	30	33	12	16	8	21	6	39	15	18
YTD No of reviews conducted in month of closure.	31	58	88	121	133	149	157	178	184	222	237	254
No of outstanding reviews	3	0	0	0	0	1	0	0	0	1	0	1
Traffic Light	AMBER	GREEN	GREEN	GREEN	GREEN	AMBER	GREEN	GREEN	GREEN	AMBER	GREEN	AMBER
Number of Best practice suggestions forwarded to Fraud academy (A)	1	4	6	3	1	3	2	0	0	1	0	0
No. of (A) that led to course change	0	3	2	3	1	3	2	0	0	1	0	0
No. of (A) that led to a toolkit change	0	0	0	0	0	0	1	0	0	0	0	0

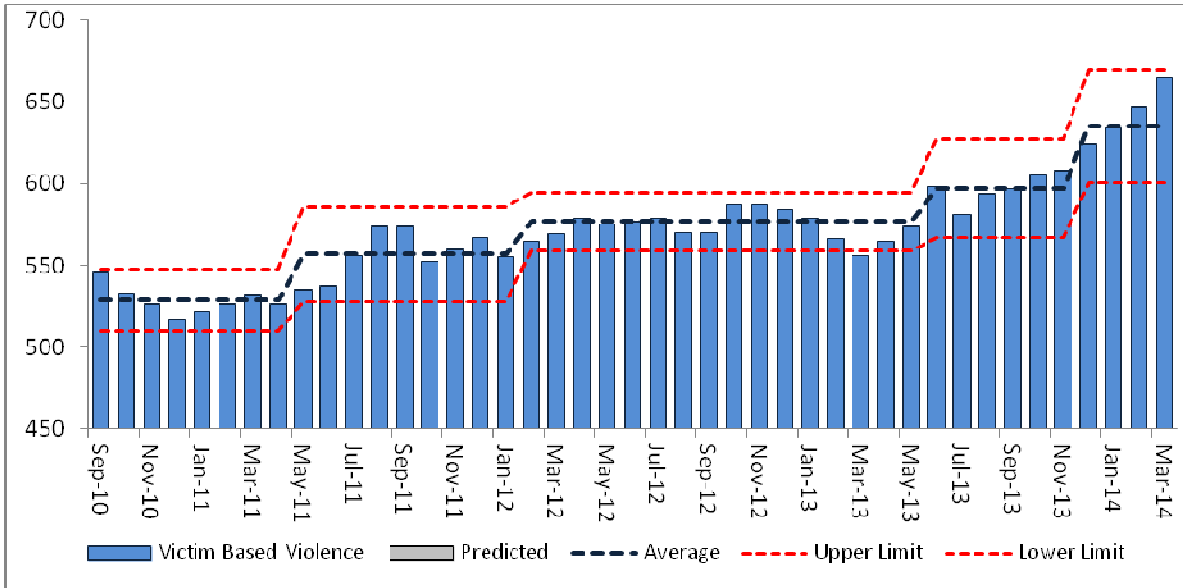
PERFORMANCE INDICATOR: 1.3.1. Respond effectively to public disorder												
<b>TARGET</b>	<b>1.3.1a. To meet all national requirements for public order mobilisation in support of the Strategic Policing Requirement</b>											
<b>TARGET OWNER</b>	Uniform Policing Directorate											
<b>AIM/RATIONALE</b>	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.											
<b>DEFINITIONS</b>	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 regional requirement.											
<b>BASELINE</b>	3 PSUs (= 3 inspectors, 9 sergeants and 63 PCs)											
<b>MEASUREMENT</b>	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.											
<b>DATA SOURCE</b>	HR (number of officers trained – not available from central systems) UPD (details of mobilisation – not available from central systems)											
<b>TARGET STATUS</b>	<b>ACHIEVED</b>											
<b>END OF YEAR POSITION</b>												
	<b>Apr 13</b>	<b>May 13</b>	<b>Jun 13</b>	<b>Jul 13</b>	<b>Aug 13</b>	<b>Sep 13</b>	<b>Oct 13</b>	<b>Nov 13</b>	<b>Dec 13</b>	<b>Jan 14</b>	<b>Feb 14</b>	<b>Mar 14</b>
No. of officers PO level 1/2 trained	L1 / L2	L1 / L2	L1 / L2	L1 / L2	L1 / L2	L1 / L2	L1 / L2	L1 / L2	L1 / L2	L1 / L2	L1 / L2	L1 / L2
<i>Inspectors</i>	1 / 5	1 / 5	1 / 5	1 / 5	1 / 5	1 / 5	1 / 5	1 / 5	1 / 5	1 / 5	1 / 5	1 / 5
<i>Sergeants</i>	5 / 11	5 / 11	5 / 11	5 / 11	5 / 11	5 / 13	5 / 11	5 / 11	5 / 13	5 / 13	5 / 13	5 / 13
<i>PCs</i>	32 / 68	32 / 68	32 / 68	32 / 68	32 / 66	32 / 62	32 / 68	32 / 66	32 / 46	32 / 46	32 / 46	32 / 46
Traffic Light	<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>
Note: Mobilisation was not tested on 7 September as referenced below - this was due to there being a live mobilisation of officers to assist a national mobilisation to the PSNI during August 2013.												
	<b>2013</b>	<b>2014</b>										
Mobilisation tested	Due 7 <sup>th</sup> Sept	Due 11 <sup>th</sup> January										

PERFORMANCE INDICATOR: 1.3.1. Respond effectively to public disorder													
<b>TARGET</b>	<b>1.3.1b. To deliver ongoing organisational improvements and development relating to public order deployments</b>												
<b>TARGET OWNER</b>	Uniform Policing Directorate												
<b>AIM/RATIONALE</b>	To identify and promulgate best practice from lessons learned leading to fewer complaints/civil cases												
<b>DEFINITIONS</b>	<b>Organisational improvement:</b> changes brought about to Force processes/systems as a result of lessons learned or debriefs from operations or training, and include suggestions from staff to improve operational effectiveness												
<b>BASELINE</b>	NA												
<b>MEASUREMENT</b>	This target will be assessed against the numbers of complaints/civil claims that result from public order deployments and organisational debriefs, the number for which organisational learning is identified and what action was taken as a result. Dip sampled by Strategic Dev.												
<b>DATA SOURCE</b>	<b>PSD</b> (complaints and civil claims – not available from central systems) <b>UPD</b> (organisational debriefs – not available from central systems)												
<b>TARGET STATUS</b>	<b>Complaints/civil cases</b>					<b>ACHIEVED</b>			<b>Organisational debriefs</b>			<b>ACHIEVED</b>	
<b>END OF YEAR POSITION</b>													
	<b>Apr 13</b>	<b>May 13</b>	<b>Jun 13</b>	<b>Jul 13</b>	<b>Aug 13</b>	<b>Sep 13</b>	<b>Oct 13</b>	<b>Nov 13</b>	<b>Dec 13</b>	<b>Jan 14</b>	<b>Feb 14</b>	<b>Mar 14</b>	
<b>1. Complaints + Civil Claims</b>	0	0	0	0	0	0	0	0	0	0	0	0	
No. relating to a PO deployment	0	0	0	0	0	0	0	0	0	0	0	0	
No. for which organisational learning identified	0	0	0	0	0	0	0	0	0	0	0	0	
Action taken as a result and issues resolved	0	0	0	0	0	0	0	0	0	0	0	0	
Traffic Light	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	
<b>2. Organisational debriefs</b>	<b>Apr 13</b>	<b>May 13</b>	<b>Jun 13</b>	<b>Jul 13</b>	<b>Aug 13</b>	<b>Sep 13</b>	<b>Oct 13</b>	<b>Nov 13</b>	<b>Dec 13</b>	<b>Jan 14</b>	<b>Feb 14</b>	<b>Mar 14</b>	
No. of organisational debriefs	9	10	6	2	1	1	2	10	1	1	4	0	
No. for which organisational learning identified	1	0	1	2	1	0	0	4	0	0	0	0	
Action taken as a result and issues resolved	0	0	1	2	0	0	0	4	0	0	0	0	
Traffic light	GREEN	GREEN	GREEN	GREEN	AMBER	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	

PERFORMANCE INDICATOR: 1.3.1. Respond effectively to public disorder		
TARGET	1.3.1c. To ensure that at least 85% of residents and businesses are satisfied with the information received in relation to pre-planned events	
TARGET OWNER	Uniform Policing Directorate	
AIM/RATIONALE	To promote community satisfaction and effective engagement	
DEFINITIONS	<b>Event:</b> 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	85% of residents/businesses satisfied with information received	
MEASUREMENT	Results from VOCAL and iModus surveys	
DATA SOURCE	UPD (information not available from central systems)	
TARGET STATUS	<b>ACHIEVED</b>	
END OF YEAR POSITION		
	<b>Lady Thatcher Funeral</b>	<b>G8 (June)</b>
Survey results	93% satisfied (44% Very Satisfied/49% Satisfied)	87% satisfied (37% very satisfied/50% satisfied).
<p><b>7% dissatisfaction for Baroness Thatcher’s funeral:</b>                      Some of the dissatisfaction here was around road closures and how long they would last which we couldn't answer until a decision was made regarding the use of ATROs, in addition a last minute addition of an event at the Mansion House increased the road closure footprint and impacted a number of businesses who didn't expect to be affected, as a result engagement with those businesses was last minute..</p> <p>In respect of travel advice we link to TFL website and cannot be responsible for that information, we have, however, shared the feedback with them.</p> <p><b>13% dissatisfaction for G8:</b>                      Most comments were complementary. Respondents stated they needed more information on traffic disruption, contact details for queries, anticipated crowd size, the event itself and commented that the survey should have been sent out immediately after the event. These points have been addressed</p>		

PERFORMANCE INDICATOR: 1.4.1. Reduce Crime												
<b>TARGET</b>	1.4.1a. To reduce levels of victim-based violent crime compared to 2012-13											
<b>TARGET OWNER</b>	Uniform Policing Directorate											
<b>AIM/RATIONALE</b>	Supports local and national priorities to reduce crime											
<b>DEFINITIONS</b>	Categories of crime constituting victim based violent crime: violence with injury; violence without injury, sexual offences											
<b>BASELINE</b>	559											
<b>MEASUREMENT</b>	Monthly based on recorded crime statistics											
<b>DATA SOURCE</b>	Performance Information Unit (Strategic Development)											
<b>TARGET STATUS</b>	<b>NOT ACHIEVED</b>											
END OF YEAR POSITION												
Victim Based Violence	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2012-13 month	42	40	39	53	41	47	50	56	54	42	46	49
2013-14 month	51	49	63	36	54	50	60	59	69	51	58	65
Change (month)	+9	+9	+24	-17	+13	+3	+10	+3	+15	+9	+12	+16
	+21.4%	+22.5%	+61.5%	-32.1%	+31.7%	+6.4%	+20.0%	+5.4%	+27.8%	+21.4%	+26.1%	+32.7%
2012-13 ytd	42	82	121	174	215	262	312	368	422	464	510	559
2013-14 ytd	51	100	163	199	253	303	363	422	491	542	600	665
Change (ytd)	+9	+18	+42	+25	+38	+41	+51	+54	+69	+78	+90	+106
	+21.4%	+22.0%	+34.7%	+14.4%	+17.7%	+15.6%	+16.3%	+14.7%	+16.4%	+16.8%	+17.6%	+19.0%
<i>ytd target</i>	47	93	140	186	233	279	326	372	419	465	512	558
variance from target	+4	+7	+23	+13	+30	+24	+37	+50	+72	+77	+88	+107

**Graph 1: Victim based violence based on 12 rolling month data**



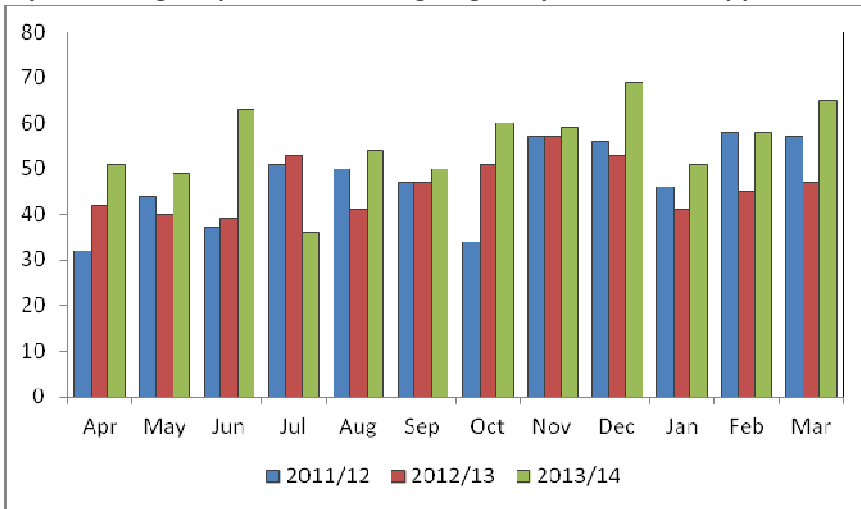
**2013/14 Policing Plan target not achieved**

665 victim based violent crimes were recorded in 2013/14 compared to 559 in 2012/13, an increase of 19%.

The increase continued into March with 65 offences being recorded, 16 more than March 2013.

With the exception of Homicide, there were increases in every category within Victim Based Violence (table 1).

**Graph 2: Average required to meet target against previous monthly performance**



**Table 1: Victim Based Violence Performance**

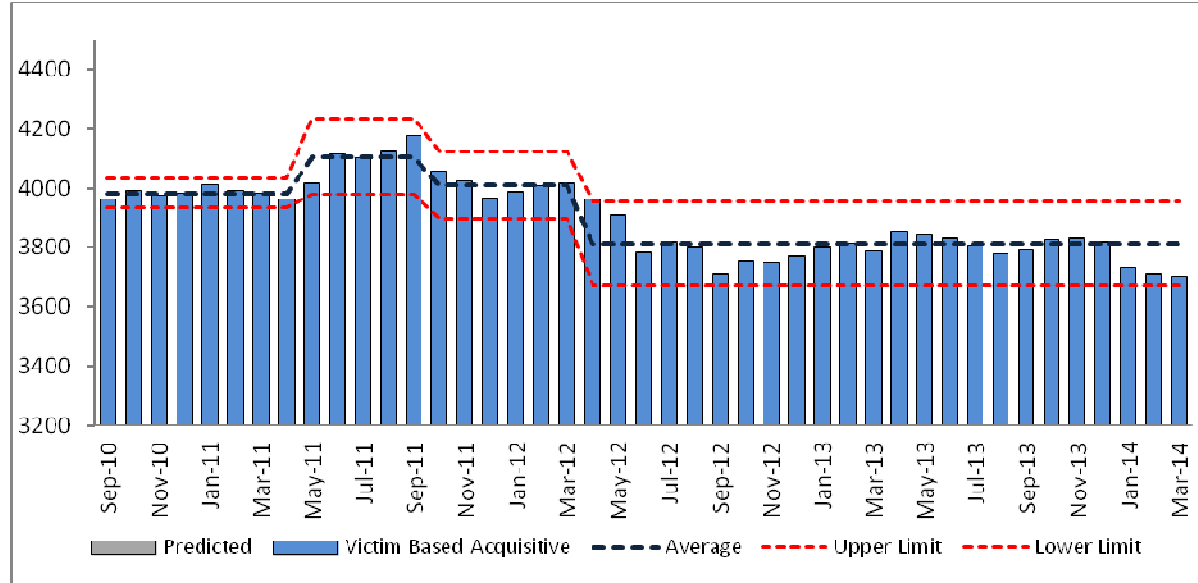
Victim Based Violence				
	2012/13	2013/14	No. Change	% Change
Homicide	1	0	-1	-100.0%
Violence with Injury	278	343	65	23.4%
Violence without Injury	238	264	26	10.9%
Rape	8	11	3	37.5%
Other Sexual Offences	34	47	13	38.2%
<b>Total</b>	<b>559</b>	<b>665</b>	<b>106</b>	<b>19.0%</b>

*Of the 58 sexual offences recorded this year, 11 were historic (committed between 1968 and 1988) and a further 2 were committed prior to 2012.*

PERFORMANCE INDICATOR: 1.4.1. Reduce Crime												
TARGET	1.4.1b. To reduce levels of victim-based acquisitive crime compared to 2012-13											
TARGET OWNER	Crime Investigation Directorate											
AIM/RATIONALE	Supports local and national priorities to reduce crime, acquisitive crimes constitute the Force's largest volume of crime											
DEFINITIONS	Categories of crime constituting victim based acquisitive crime: robbery, vehicle crime and theft											
BASELINE	3804											
MEASUREMENT	Monthly based on recorded crime statistics											
DATA SOURCE	Performance Information Unit (Strategic Development)											
TARGET STATUS	ACHIEVED											
END OF YEAR POSITION												
Victim Based Acquisitive	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2012-13 month	281	318	334	367	317	267	311	300	272	342	336	359
2013-14 month	345	313	319	344	287	281	346	305	257	252	308	342
Change (month)	+64	-5	-15	-23	-30	+14	+35	+5	-15	-90	-28	-17
	+22.8%	-1.6%	-4.5%	-6.3%	-9.5%	+5.2%	+11.3%	+1.7%	-5.5%	-26.3%	-8.3%	-4.7%
2012-13 ytd	281	599	933	1300	1617	1884	2195	2495	2767	3109	3445	3804
2013-14 ytd	345	658	977	1321	1608	1889	2235	2540	2797	3049	3357	3699
Change (ytd)	+64	+59	+44	+21	-9	+5	+40	+45	+30	-60	-88	-105
	+22.8%	+9.8%	+4.7%	+1.6%	-0.6%	+0.3%	+1.8%	+1.8%	+1.1%	-1.9%	-2.6%	-2.8%
ytd target	317	634	951	1268	1585	1902	2218	2535	2852	3169	3486	3803
variance from target	28	24	26	53	23	-13	17	5	-55	-120	-129	-104



**Graph 1: Victim based acquisitive crime based on 12 rolling months**



**2013/14 Policing Plan target achieved**

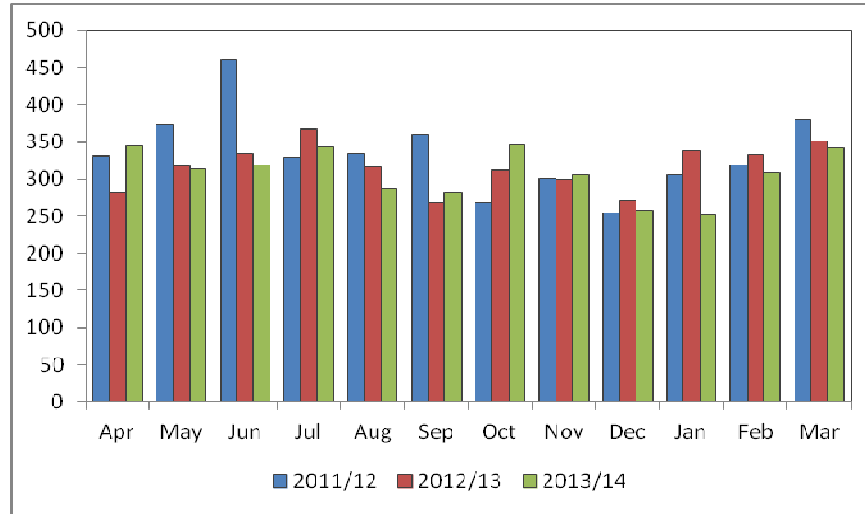
3,699 victim based acquisitive crimes were recorded in 2013/14 compared to 3,804 in 2012/13, a reduction of 2.8%.

342 offences were recorded in March, 17 fewer than March 2013.

Reductions were achieved in Robbery, Burglary and All Other Theft (table 1).

Increases were seen in Vehicle Offences, Theft from Person, Bicycle Theft and Shoplifting (table 1).

**Graph 2: Monthly performance**



**Table 1: Victim Based Acquisitive Performance**

	2012/13	2013/14	No. Change	% Change
Robbery	49	47	-2	-4.1%
Domestic Burglary	27	24	-3	-11.1%
Non - Domestic Burglary	333	264	-69	-20.7%
Vehicle Offences	188	201	13	6.9%
Theft from Person	332	396	64	19.3%
Bicycle Theft	306	347	41	13.4%
Shoplifting	569	630	61	10.7%
Theft not included above	2000	1790	-210	-10.5%
<b>Total</b>	<b>3804</b>	<b>3699</b>	<b>-105</b>	<b>-2.8%</b>

PERFORMANCE INDICATOR: 1.5.1. Improve Road Safety												
TARGET	1.5.1a. To support the City of London Corporation's casualty reduction target through enforcement and education activities											
TARGET OWNER	Uniform Policing Directorate											
AIM/RATIONALE	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. 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.											
MEASUREMENT	Assessed against delivery plan. Additionally, KSI figures from City of London Corporation will indicate whether this measure is succeeding, together with success in the following two policing plan targets, 1.5.1b and 1.5.1c.											
DATA SOURCE	UPD (for details of activities) and PIU (CRS database)											
TARGET STATUS	ACHIEVED											
END OF YEAR POSITION												
	Apr 13	May 13	Jun 13	Jul 13	Aug 13	Sep 13	Oct 13	Nov 13	Dec 13	Jan 14	Feb 14	Mar 14
No of operations tasked	5	8	9	4	6	10	13	10	10	5	8	7
No. delivered	5	8	9	4	6	10	13	10	10	5	8	7
Traffic Light	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN
Persons KSI in RTC*	3	3	6	7	4	2	6	9	4	3	3	6
KSI: 3 year rolling 12 month average (No. of people)	48	48	49	49	50	50	51	51	52	52	53	53
All injury collisions (no. of collisions)	31	32	42	43	29	19	34	35	23	22	20	16
All Injury: Rolling 12 Month: March 2013: 385	380	369	383	378	374	358	352	347	355	358	364	360
Personal injury collisions 2012: 377 (ACCSTATS) 415 (CRS) Personal injury collisions 2013: 355 CRS) (reduction of 14.5%) 320 (ACCSTATS) (reduction of 15%)												

PERFORMANCE INDICATOR: 1.5.1. Improve Road Safety												
<b>TARGET</b>	<b>1.5.1b. To increase the number of uninsured vehicles seized and unlicensed drivers apprehended compared to 2012-13</b>											
<b>TARGET OWNER</b>	Uniform Policing Directorate											
<b>AIM/RATIONALE</b>	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.											
<b>DEFINITIONS</b>	NA											
<b>BASELINES</b>	Uninsured vehicles & Unlicensed drivers: 479											
<b>MEASUREMENT</b>	Monthly based on number of vehicles seized and drivers apprehended											
<b>DATA SOURCE</b>	UPD (information not available centrally)											
<b>TARGET STATUS</b>	<b>ACHIEVED</b>											
END OF YEAR POSITION												
	Apr 13	May 13	Jun 13	Jul 13	Aug 13	Sep 13	Oct 13	Nov 13	Dec 13	Jan 14	Feb 14	Mar 14
<b>1. Uninsured &amp; Unlicensed vehicles seized</b>												
2012-13 level	33	37	33	45	55	61	33	44	43	31	26	38
2013-14 level	27	42	40	36	39	32	57	31	43	54	41	81
Traffic Light	AMBER	GREEN	GREEN	AMBER	AMBER	AMBER	AMBER	AMBER	AMBER	GREEN	GREEN	GREEN
<b>2. Running Total - Uninsured &amp; Unlicensed vehicles seized</b>												
2012-13 level	33	70	103	148	203	264	297	341	384	415	441	479
2013-14 level	27	69	109	145	184	216	273	304	347 <sup>4</sup>	401	442	498
Traffic Light	AMBER	AMBER	GREEN	AMBER	AMBER	AMBER	AMBER	AMBER	AMBER	AMBER	GREEN	GREEN

<sup>4</sup> Includes 16 offences that would have led to vehicle seizures in 2012 – 13. These offences are still being prosecuted but now no longer result in vehicle seizures.

PERFORMANCE INDICATOR: 1.5.1. Improve Road Safety												
TARGET	1.5.1c. To increase the number of referrals to the Safer Cycle Scheme and the Driver Alert Scheme compared to 2012-13											
TARGET OWNER	Uniform Policing Directorate											
AIM/RATIONALE	These initiatives both support the casualty reduction target and directs attention at irresponsible road use by cyclists, which continues to be a perennial issue raised the public in consultation exercises, and drivers. They also support ACPO's and the Department of Transport's Strategy for Roads Policing, which seeks to divert those involved in poor road use away from prosecution and offers a longer term solution by improving behaviour of cyclists and drivers on the roads.											
DEFINITIONS	NA											
BASELINE	Safer City Cycle Scheme: 165 Driver Alert Scheme: 63											
MEASUREMENT	Monthly based on number of referrals made											
DATA SOURCE	UPD (information not available centrally)											
TARGET STATUS	Safer Cycle Scheme			ACHIEVED			Driver Alert Scheme			ACHIEVED		
END OF YEAR POSITION												
	Apr 13	May 13	Jun 13	Jul 13	Aug 13	Sep 13	Oct 13	Nov 13	Dec 13	Jan 14	Feb 14	Mar 14
<b>1. Referrals to Safer Cycle Scheme</b>												
2012-13 level	3	33	5	8	34	14	24	5	18	8	4	6
2013-14 level	6	0	0	45	70	9	24	8	6	8	11	29
Traffic Light	AMBER	AMBER	AMBER	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN
<b>2. Referrals to the Driver Alert Scheme</b>												
2012-13 level	5	1	9	1	1	3	5	5	5	14	3	11
2013-14 level	8	6	4	8	4	11	14	5	15	14	8	15
Traffic Light	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN

PERFORMANCE INDICATOR: 1.6.1. Reduce anti social behaviour within the City				
<b>TARGET</b>	<b>1.6.1a. To ensure that at least 90% of those reporting antisocial behaviour are satisfied with the service provided by the police</b>			
<b>TARGET OWNER</b>	Uniform Policing Directorate			
<b>AIM/RATIONALE</b>	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			
<b>DEFINITIONS</b>	NA			
<b>BASELINE</b>	90% of those reporting antisocial behaviour are satisfied with the service provided by the police			
<b>MEASUREMENT</b>	By quarterly survey			
<b>DATA SOURCE</b>	Performance Information Unit (Strategic Development) from quarterly surveys			
<b>TRAFFIC LIGHT CRITERIA</b>	<b>GREEN:</b> Target being met <b>AMBER:</b> Target will not be met without additional work <b>RED:</b> Target will not be met			
<b>TARGET STATUS</b>	<b>ACHIEVED</b>			
END OF YEAR POSITION				
	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>2012-13 level</b>	94.0%	90.0%	97.6%	90.0%
<b>Survey result 2013-14</b>	90.6%	92.6%	92.3%	97.1%
<b>Traffic Light</b>	<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>

**Quarterly Victims of ASB Satisfaction Figures**

Quarter	Satisfaction %
Apr-Jun 11	88.6%
Jul-Sep 11	91.9%
Oct-Dec 11	96.2%
Jan-Mar 12	92.0%
Apr-Jun 12	94.0%
Jul-Sep 12	90.0%
Oct-Dec 12	97.6%
Jan-Mar 13	90.0%
Apr-Jun 13	90.6%
Jul-Sep 13	92.6%
Oct-Dec 13	92.3%
Jan-Mar 14	97.1%

**Target has been achieved:** During 2013/14 93.1% (149/160) of people reporting or witnessing anti social behaviour were satisfied with the Whole Experience.

Satisfaction Area	Q4 Results	YTD Results
Ease of Contact	93.9% (31/33)	97.4% (151/155)
Actions Taken	91.2% (31/34)	89.2% (141/158)
Follow Up	100.0% (11/11)	98.5% (65/66)
Treatment	100.0% (34/34)	97.5% (155/159)
Whole Experience	97.1% (33/34)	93.1% (149/160)

PERFORMANCE INDICATOR: 1.6.1. Reduce anti social behaviour within the City												
TARGET	1.6.1b. To reduce the average annual number of rough sleepers in the City of London											
TARGET OWNER	Uniform Policing Directorate											
AIM/RATIONALE	This supports the City of London Rough Sleepers Strategy Group's target to reduce the number of rough sleepers to 10 by January 2014											
DEFINITIONS	NA											
BASELINE	22 (The average number over a 20 month period).											
MEASUREMENT	The target relates to a reduction in the <i>average</i> annual number. It will therefore be assessed on a monthly basis, with the average being calculated based on the number of months reported (year to date average)											
DATA SOURCE	UPD (information not available centrally)											
TARGET STATUS	<b>NOT ACHIEVED</b>											
CURRENT POSITION												
	Apr 13	May 13	Jun 13	Jul 13	Aug 13	Sep 13	Oct 13	Nov 13	Dec 13	Jan 14	Feb 14	Mar 14
2012-13	39		19		14			21			19	
2013-14	21		21		16			26			34	
Cumulative avg	21		21		19			21			24	
Traffic Light	<b>GREEN</b>		<b>GREEN</b>		<b>GREEN</b>			<b>GREEN</b>			<b>RED</b>	
<p>The increase during the final quarter was primarily due to a surge in the number of economic migrant rough sleepers together with an issue of displaced rough sleepers from a neighbouring borough. The count of 34 during February effectively rendered this target unachievable by year end.</p>												

PERFORMANCE INDICATOR: 1.6.1. Reduce anti social behaviour within the City	
TARGET	1.6.1c. To actively promote, with partners, effective stewardship and crime prevention activities within licensed premises
TARGET OWNER	Uniform Policing Directorate
AIM/RATIONALE	This measure supports partnership working, reducing ASB and reducing crime
DEFINITIONS	<b>Effective stewardship</b> – activities conducted with partners to identify, for example, door staff that are not Security Industry Accreditation (SIA) trained, DWP prosecutions of staff claiming benefits or interventions by the City of London Corporation’s Licensing Team in relation to breaches of the Licensing Act
BASELINE	To record fewer than 31.25 crimes per month for the top 10 premises:
MEASUREMENT	Reductions in the levels of violent crime, ASB and theft in the top 10 problem premises as at 1 <sup>st</sup> April 2013
DATA SOURCE	Performance Information Unit (violent crime/theft) UPD (ASB)
TARGET STATUS	<b>ACHIEVED</b>
END OF YEAR POSITION	

Notifiable Crime	Apr 13	May 13	Jun 13	Jul 13	Aug 13	Sep 13	Oct 13	Nov 13	Dec 13	Jan 14	Feb 14	Mar 14
Premises 1 (63)	7	2	2	4	1	3	5	5	4	2	5	2
Premises 2 (42)	6	3	6	1	2	2	1	2	0	1	4	4
Premises 3 (37)	4	0	2	1	1	1	0	0	3	0	2	0
Premises 4 (33)	3	4	3	1	0	3	3	3	5	0	4	3
Premises 5 (33)	5	2	4	1	1	7	2	0	1	2	1	1
Premises 6 (32)	1	2	3	1	1	7	1	1	1	2	0	1
Premises 7 (31)	0	0	2	3	0	1	1	2	9	1	0	1
Premises 8 (30)	4	1	3	3	0	2	1	2	4	1	0	3
Premises 9 (26)	0	0	3	0	0	1	2	3	2	0	2	1
Premises 10 (24)	0	1	2	0	1	1	2	1	2	0	0	1
Premises 11 (24)	3	3	2	0	0	1	1	3	1	0	2	1
TOTAL CRIMES 375	<b>33</b>	<b>18</b>	<b>32</b>	<b>15</b>	<b>7</b>	<b>29</b>	<b>19</b>	<b>22</b>	<b>32</b>	<b>9</b>	<b>20</b>	<b>18</b>
YTD Average (31.25 p.m.)	33	25.5	27.7	24.5	21.2	22.5	22	22	23	21.6	21.5	21

The three premises highlighted are no longer in the top 10

PERFORMANCE INDICATOR: 1.6.1. Reduce anti social behaviour within the City	
TARGET	1.6.1d. To run intelligence led operations to target threats associated with the night time economy
TARGET OWNER	Uniform Policing Directorate
AIM/RATIONALE	This target is intended to address threats associated with the night time economy, not exclusively relating to ASB but linked more to violent crime committed as part of the NTE. Operations/responses can be deployed based on intelligence around pre-planned events, or a response based on ANPR activation for example
DEFINITIONS	<b>Intelligence led operation:</b> refers to an operation or response where an assessment of intelligence considers a significant threat exists that requires addressing. <b>Threat:</b> a threat where following an assessment of the intelligence is considered would cause significant harm to the City of London community or its infrastructure
BASELINE	NA
MEASUREMENT	A reduction in threat level or positive impact at event/premises
DATA SOURCE	UPD (information not available centrally)
TARGET STATUS	<b>ACHIEVED</b>
END OF YEAR POSITION	
<p>Premises have been targeted bi-monthly based on assessments of threat and risk, thereby building existing work where licensed premises have been targeted based on risk and criminal activity.</p> <p>As anticipated, over the course of the year premises 'appeared' and 'disappeared' from the list as threat, risk and criminality was addressed.</p> <p>Examples of the operations delivered over the course of the year have been included in previous quarterly reports.</p>	



PERFORMANCE INDICATOR: 1.7.1. Satisfaction and Response				
<b>TARGET</b>	<b>1.7.1a. 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</b>			
<b>TARGET OWNER</b>	Uniform Policing Directorate			
<b>AIM/RATIONALE</b>	This survey indicates levels of confidence amongst the general street population, not just those who have been a victim of crime or antisocial behaviour. However, as the previous measure, it is an invaluable indication of the level of professionalism the Force portrays and provides			
<b>DEFINITIONS</b>	NA			
<b>BASELINE</b>	85% of City street population surveyed consider the police in the City of London are doing a good or excellent job			
<b>MEASUREMENT</b>	Quarterly by street survey			
<b>DATA SOURCE</b>	Performance Information Unit (Strategic Development)			
<b>TARGET STATUS</b>	<b>ACHIEVED</b>			
CURRENT POSITION				
	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2012-13 level	90.4%	93.1%	92.1%	93.8%
Survey Result 2013-14	91.6%	90.8%	92.9%	89.9%
Traffic Light	<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>

**Proportion who thought the CoLP were doing a good or excellent Job?**

Quarter	Proportion (%)
Apr - Jun 11	83.3%
Jul - Sep 11	84.2%
Oct - Dec 11	87.2%
Jan - Mar 12	89.6%
Apr - Jun 12	90.4%
Jul - Sep 12	93.1%
Oct - Dec 12	92.1%
Jan - Mar 13	93.8%
Apr - Jun 13	91.6%
Jul - Sep 13	90.8%
Oct - Dec 13	92.9%
Jan - Mar 14	89.9%

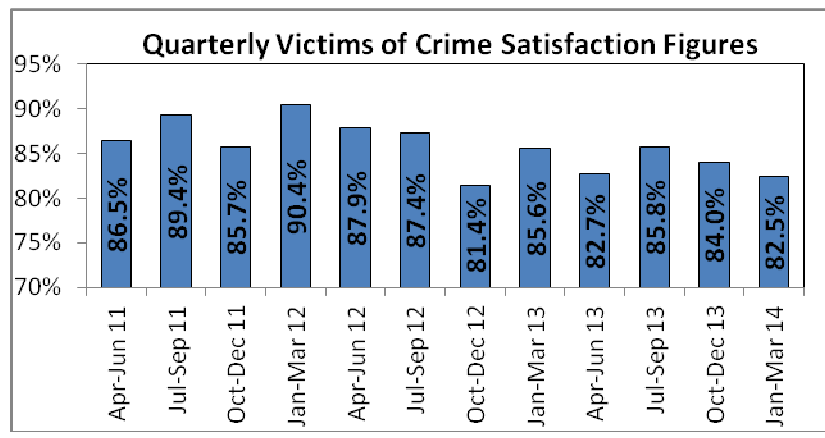
**Target has been achieved:** During 2013/14 91.3% (608/666) of respondents who expressed a view thought the CoLP were doing a good or excellent job.

**Q1:** 91.6% (152/166)  
**Q2:** 90.8% (148/163)  
**Q3:** 92.9% (157/169)  
**Q4:** 89.9% (151/168)  
**2013/14:** 91.3% (608/666)

PERFORMANCE INDICATOR: 1.7.1. Satisfaction and Response	
<b>TARGET</b>	<b>1.7.1b. To ensure at least 90% of victims of crime are satisfied with the service provided by the police</b>
<b>TARGET OWNER</b>	Uniform Policing Directorate
<b>AIM/RATIONALE</b>	This survey indicates levels of satisfaction of those who have been a victim of crime and is a valuable indication of the level of professionalism the Force portrays and provides
<b>DEFINITIONS</b>	NA
<b>BASELINE</b>	90% of victims of crime are satisfied with the service provided by the police
<b>MEASUREMENT</b>	Quarterly by survey
<b>DATA SOURCE</b>	Performance Information Unit (Strategic Development)
<b>TARGET STATUS</b>	<b>NOT ACHIEVED</b>

**END OF YEAR POSITION**

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2012-13 level	87.9%	87.4%	81.4%	85.6%
Survey Result 2013-14	82.7%	85.8%	84.0%	82.5%
Traffic Light	<b>RED</b>	<b>RED</b>	<b>RED</b>	<b>RED</b>



**Target not achieved:** During 2013/14 83.9% (639/762) victims of crime were satisfied with the Whole Experience.

Satisfaction Area	Q4 Results	YTD Results
Ease of Contact	93.8% (121/129)	95.5% (569/596)
Actions Taken	77.8% (130/167)	81.7% (623/763)
Follow Up	79.4% (131/165)	82.1% (623/759)
Treatment	90.9% (150/165)	94.4% (720/763)
Whole Experience	82.5% (137/166)	83.9% (639/762)

PERFORMANCE INDICATOR: 1.7.1. Satisfaction and Response												
<b>TARGET</b>	<b>1.7.1c. To respond to at least 95% of 999 calls within the national target time of 12 minutes</b>											
<b>TARGET OWNER</b>	Uniform Policing Directorate											
<b>AIM/RATIONALE</b>	It is important that when someone calls for emergency assistance the response is swift and professional. This target provides an opportunity to boost public confidence by highlighting how quickly calls for service are attended.											
<b>DEFINITIONS</b>	NA											
<b>BASELINE</b>	95% of 999 calls within the national target time of 12 minutes											
<b>MEASUREMENT</b>	Monthly records											
<b>DATA SOURCE</b>	Performance Information Unit (Strategic Development)											
<b>TARGET STATUS</b>	<b>ACHIEVED</b>											
END OF YEAR POSITION												
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
No of I grade incidents	197	218	211	235	209	199	246	211	226	197	252	229
No responded to within 12 mins	193	215	202	232	201	194	240	203	217	193	248	222
% within target	98.0%	98.6%	95.7%	98.7%	96.2%	97.5%	97.6%	96.2%	96.0%	98.0%	98.4%	96.9%
FYTD	98.0%	98.4%	97.4%	97.8%	97.4%	97.5%	97.5%	97.3%	97.2%	97.3%	97.4%	97.3%
Average Response time (mm:ss)	5:05	4:52	5:35	5:13	5:23	5:05	5:25	5:27	5:06	5:24	4:36	5:40
Average time from Pass Incident to Time of Arrival	4:16	3:42	4:47	4:13	4:15	4:13	3:29	4:40	4:11	4:34	4:21	5:13

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# Agenda Item 7

<b>Committee:</b> Police: Performance and Resource Management Sub Committee	<b>Date:</b> 28 <sup>th</sup> May 2014
<b>Subject:</b> Human Resources - Monitoring Information 1 <sup>st</sup> April 2013 to 31 <sup>st</sup> March 2014	<b>Public</b>
<b>Report of:</b> Commissioner of Police Pol 45/14	<b>For Information</b>

## **SUMMARY**

This report sets out the Force's Human Resources monitoring data for the 12 month period 1 April 2013 – 31 March 2014. The data is presented in the format previously agreed by the Committee, including additional points made at your September Sub Committee and also includes information on Occupational Health referrals requested at your April Police Committee.

The data in the report includes information on:

- Force strength - which is currently 742 (rounded FTE) Police Officers and 400 (rounded FTE) Police Staff (including PCSO's).
- Joiners and leavers – 29 Police Officers joined the Force during this period and 65 left. There have been 62 new Police Staff joiners, and 58 leavers.
- Ethnicity - The proportion of regular officers from an ethnic minority in the Force is 6% (rounded).
- Sickness - average working days lost are for Police Staff 7.7 days and for Police Officers 5.7 days
- Grievances - 9 separate grievance cases, submitted by 1 Police Officer and 8 Police Staff.
- ETs – 4 received during the reporting period. 2 cases were resolved through the claimants withdrawing their claims, and the other 2 cases are still pending hearing dates.

## **RECOMMENDATION**

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

## **MAIN REPORT**

## **BACKGROUND**

1. It has been agreed that Human Resources would provide a performance monitoring report every six months. This report provides information for the reporting period 1 April 2013 to 31 March 2014.

## **WORK FORCE MANAGEMENT**

2. The City of London Police currently has an overall strength of 742 (rounded FTE) Police Officers, against an establishment model of 732.5. The establishment is based on the 'City First' model which was implemented on the 1<sup>st</sup> April 2013; however, there have been a number of agreed changes since 'go live' due to new units being established as a result of additional funding streams received. This has increased the overall establishment figure since 1<sup>st</sup> April 2013 (see Table 1). As previously reported to your Sub Committee there are limited options for reducing Police Officer numbers, and as a Force, we continue to manage Police Officer numbers down to strength over a planned three year period in a manageable way using natural wastage, the three year period being 2012 to 2015. All vacancies are managed via the Force Budgeted Post Board which is chaired by the Assistant Commissioner who oversees all workforce planning activity within the Force and reviews the model to ensure that we continue to operate and reduce the number of staff in line with the Medium Term Financial Plan (MTFP).
3. The strength of Police Staff is currently 400 (rounded FTE) against an establishment model for City First of 472.2. These figures are inclusive of Police Community Support Officers (PCSOs) and staff on current fixed-term contracts. However this figure excludes agency workers (of which there are 74) who are principally employed to deliver time limited work, projects and transitional arrangements to the new structure. The increase in externally funded units has also increased the agreed City First support staff establishment from 1<sup>st</sup> April 2013 (see Table 1) in addition to an extra 6 PCSO posts which have been added to the establishment funded from Force POCA Reserves specifically for crime prevention activities.

Table 1

<b>Rounded FTE</b>		<b>31 March 2011</b>	<b>31 March 2012</b>	<b>31 March 2013</b>	<b>1 April 2014</b>
Officers	Establishment	878	886	712.5	732.5
	Strength	872	822	775	742
Staff	Establishment	417	412	422.5	472.2
	Strength	337	330	394	400
PCSO's (included in the Staff numbers)	Establishment	52	52	16	22
	Strength	44	38	16	12
Specials	Establishment	100	100	100	100
	Strength	84	99	89	82
Agency	Strength	51	37	58	74
Volunteers	Strength	4	24	25	15

4. The Force is actively recruiting Special Constables during 2014, given that current strength falls below target establishment.
5. The Force is also redesigning and rolling out a Volunteer Programme to attract individuals to join the Force to undertake a range of opportunities. There are a number of national programmes in place across other forces, and whilst the City of London Police has a small pool of volunteers in areas such as the Stables and Museum, it is important that we utilise volunteers effectively across the Force. The launch is planned for summer 2014.

## LEAVERS

6. During the reporting period, 65 Police Officers, 13 Special Constables and 58 Support Staff left the City of London Police. The breakdown of reasons for leaving the Force is provided in the tables below (Table 2 A-C) for each staff group, a further two years of data has been added for comparison purposes.
7. Whilst the data for leavers has seen an increase in the number of staff leaving the Force in comparison to the previous financial year, this has been due to career development for some individuals but there have been some officers leaving the

Force as a result of changes to Regulations following the Winsor Review.

Table 2

**A. Police Officers**

<b>Reason for leaving CoLP</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012 /13</b>	<b>2013/14</b>
Death in service	0	0	0	0
Dismissed	1	3	1	0
Medical Retirement	3	0	0	3
Retirement	30	31	37	39
Transfer	4	5	5	7
Resignation	13	11	7	16
<b>Total</b>	<b>51</b>	<b>50</b>	<b>50</b>	<b>65</b>

**B. Special Constabulary**

<b>Reason for leaving CoLP</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013 /14</b>
Death in service	1	0	0	1
Resignation	6	7	9	11
Joined Regulars	0	0	1*	0
Dismissal	0	0	0	1
<b>Total</b>	<b>7</b>	<b>7</b>	<b>10</b>	<b>13</b>

\*Joined another force

**C. Support Staff**

<b>Reason for leaving CoLP</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013 /14</b>
Death in service	0	0	0	0
Dismissed	4	2	1	4
Medical Retirement	1	0	1	0
Retirement	5	7	11	5
Transfer	0	0	1	1
Resignation (inc end of contract)	24	30	43	42
(To join the Police Service, not CoLP)	4	1	1	6
<b>Total</b>	<b>38</b>	<b>40</b>	<b>58</b>	<b>58</b>

**RECRUITMENT AND SELECTION**

8. The City of London Police has run a total of 125 internal and external recruitment campaigns aimed at recruiting to vacant posts for Police Officers, and a total of 78 internal and external recruitment campaigns aimed at recruiting to vacant posts for Police Staff. It has not been possible within the time and resources available, to split the total between internal and external recruitment campaigns.
9. It is important to note that the numbers of campaigns run as compared to the numbers of Police Staff and Police Officers



recruited to posts will differ as a result of individuals failing to pass the 'vetting' process. This then requires another recruitment campaign having to be held for the same post.

### **Police Officer recruitment**

10. 29 Police Officers were recruited during the reporting period, 10 of whom were Student Officers; the rest were Transferees including 1 Officer seconded in; 13 Special Constables were also appointed during this period.

### **Support Staff recruitment**

11. 62 individuals have been appointed during the reporting period.

## **EQUALITY & DIVERSITY ELEMENTS**

### **Ethnicity**

12. During the previous 12 months there has been a small increase in the percentage of Black and Minority Ethnic (BME) Police Officer numbers. However, upon closer examination of the data, it is evident that the increase is as a result of the reduction in the numbers of Police Officers identified as 'white' as opposed to an increase in the numbers of Police Officers identified as 'BME'. The Force continues to work to increase the numbers of BME Police Officers as part of its ongoing recruitment initiatives.
13. Tables 3 and 4 indicate the distribution in percentage terms of BME employees against grade/rank. The "bar" indicates the percentage for BME employees for the Force and indicates where the grades/ranks are more or less representative of the whole workforce.

Table 3

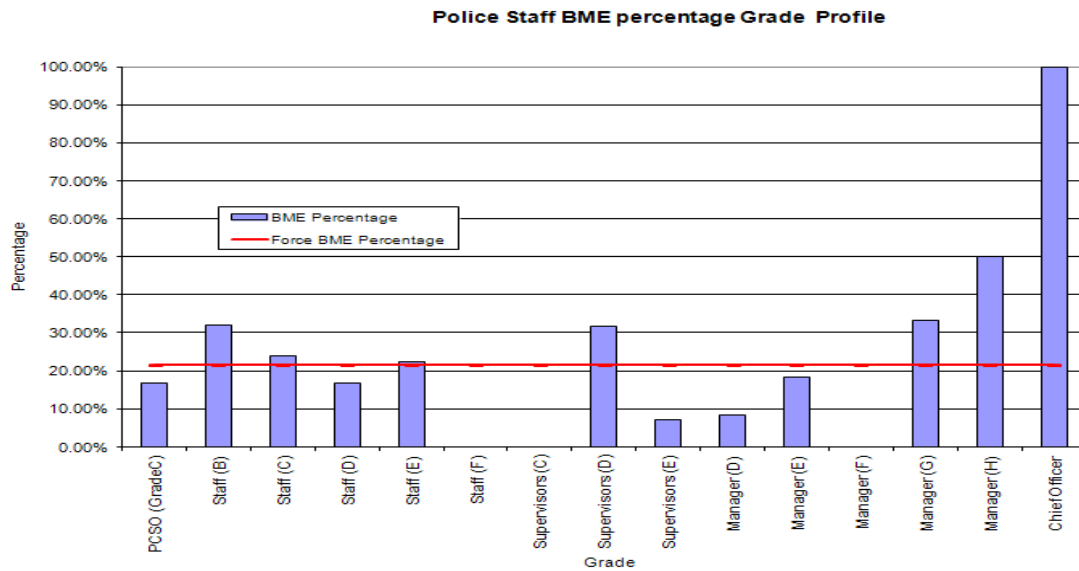
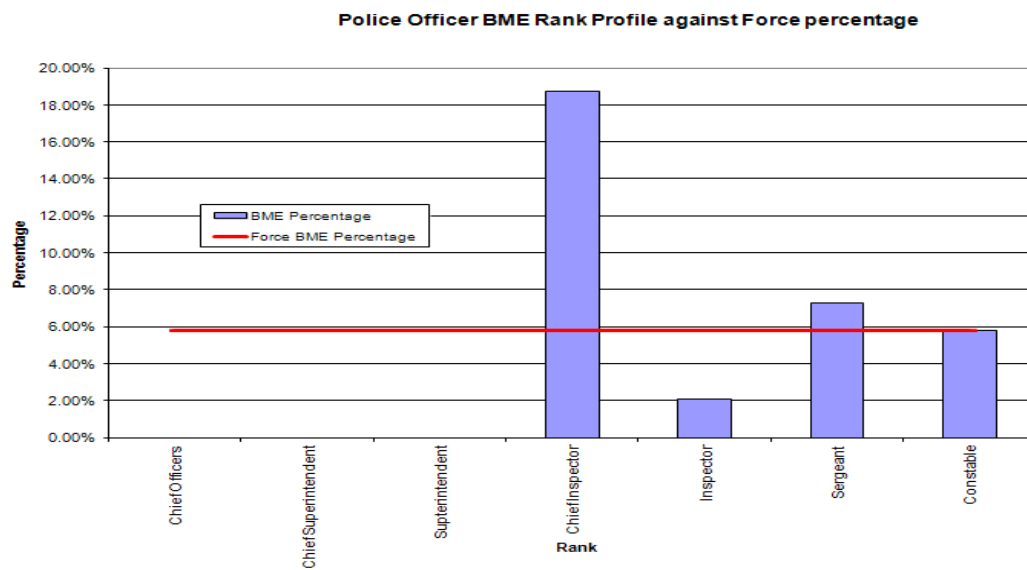


Table 4



***How the workforce has changed over the last 10 years...***

14. Table 5 identifies the percentage changes over the last 10 years of the proportion of BME staff in the City of London Police against the total workforce. It is identified that in the case of Police Staff the percentage of people identified as BME has increased from 15.90% to 22.57% (Jan 2004 – Jan 2012), then reduced to 19.80% due to leavers. In the case of Special Constables there is little change between Jan 2012 (11%) and Jan 2013 (11.11%). However there has been a significant

decrease to 7.32% between January 2013 and January 2014 due to a number of Special Constables leaving the Force (the reasons for leaving identified earlier in this report). In the case of Police Officers, there has been slow growth in percentage terms from 3.8% in 2004 to 5.94% in 2014. Future growth will be influenced by the recruitment of Student Officers planned for 2014.

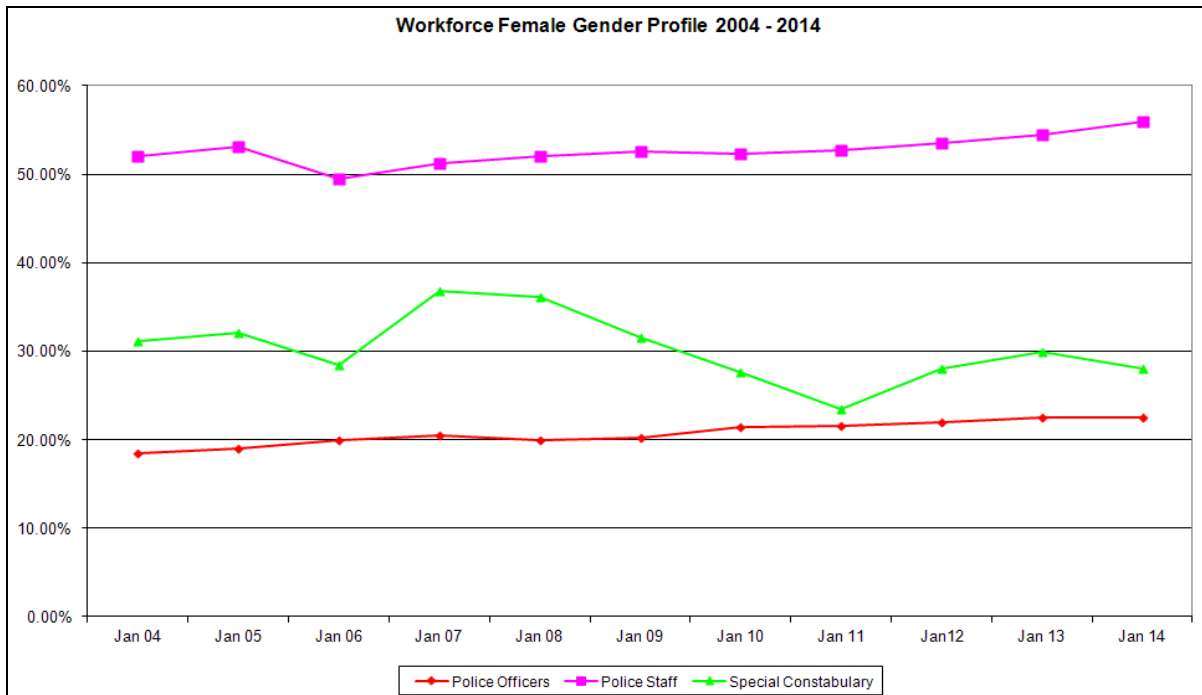
Table 5



## Gender

15. During the 10 years 2004 - 2014 the percentage of female officers has steadily grown to 22.46%. Support staff female representation stands at 55.94%.
16. Table 6 indicates the percentage change, over the last 10 years, of the proportion of females within the total workforce. It can be seen that in the case of staff, the percentage of females has remained at over 50%. In the case of Specials the percentage has fluctuated around 30% but this should be seen against a steady growth in overall Special Constable numbers. In the case of officers there has been gradual growth in percentage terms from 18.5% in 2004 to 22.46% in 2014.

Table 6



17. Tables 7 and 8 indicate the distribution in percentage terms of female employees against grade/rank. The “bar” indicates the percentage for female employees for the Force and indicates where the grades/ranks are more or less representative of the whole workforce. The tables give a comparative representation based on head count. With the exception of senior managers, female supervisors and managers tend to be representative within the Force.

Table 7

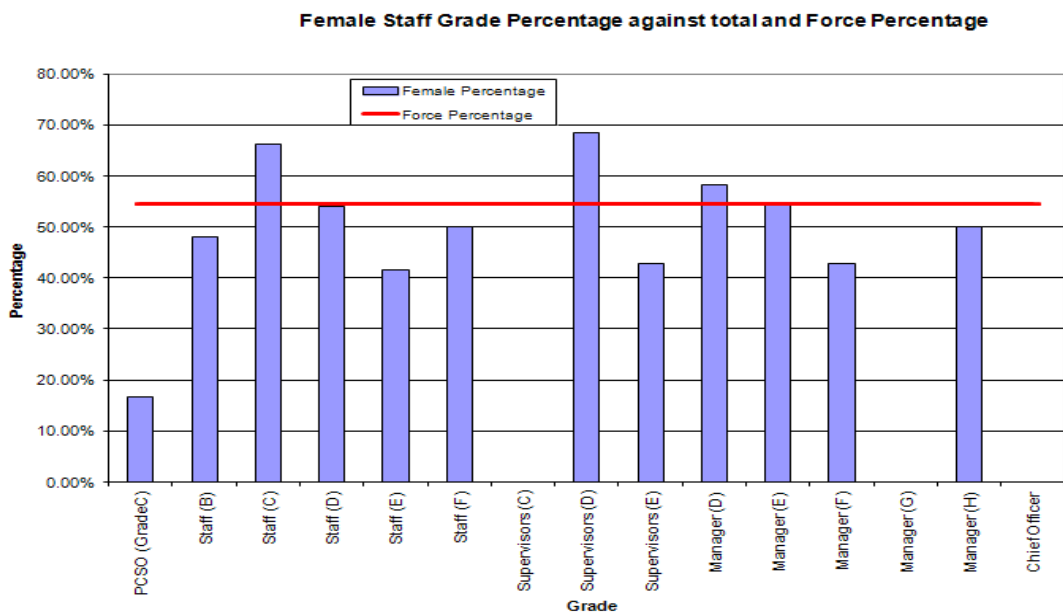
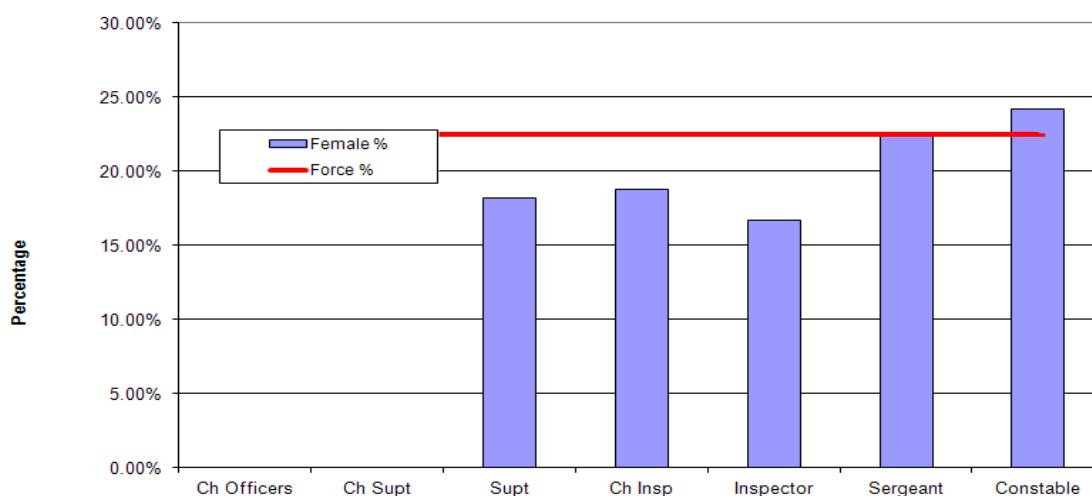


Table 8

Female Officer Rank Percentage against total and Force Percentage



## Disability

18. There are currently 33 Police Officers, 22 Police Staff, 3 Special Constables and 1 Volunteer who identify themselves as having a disability.
19. Currently 52 officers and 21 staff are working under either 'recuperative' or 'restricted' duties. Restricted duties do not indicate disability as they are usually advised as a temporary solution following consultation with the Occupational Health Service to assist staff to return to work following injury or illness. All restricted and recuperative duties are regularly reviewed and managed as part of sickness absence management process. During 2014, a review is being undertaken of all officers on restricted duties to determine the impact changes in Regulations, which will come in to place during the autumn 2014, may have.

## Sexual Orientation

20. All Police Officers and Police Staff are invited to define their sexual orientation on application to the City of London Police. Across the workforce 20 staff have identified themselves as Lesbian, Gay, Bisexual or Transgender (LGBT). However, many staff choose not to answer this question.

## **Age**

21. The age profile of Police Staff ranges between 20 and 60+. There are two staff members aged over 65 and 18 staff members who are aged between 60 and 65. Special Constables' ages range from 20 to 65. The age profile of Police Officers spans 21 to 65 years. There are 79 Officers between the ages of 51 and 59.

## **Religion and Belief**

22. Currently 34.8% of the workforce identifies themselves as Christian, 2.9% as Muslim, 2.7% as 'another religion or belief' and 23.1% as having no religion or belief with the remaining 36.5% not disclosing any religion or belief.

## **SICKNESS ABSENCE MANAGEMENT**

23. The Home Office and Her Majesty's Inspectorate of Constabulary (HMIC) monitor sickness absence by working hours lost against "available working hours". During 2013/14, working hours lost were 37,650 for officers and 23,098 for police staff. In percentage terms, (working time lost / contracted hours available) this is 2.81% for police officers and 3.77% for police staff.
24. However, the City of London Corporation and other organisations use number of working days lost as a comparator. The average working days lost for officers is 5.7 against a target of 6 and for staff 7.7 days against a target of 7. Excluding long term sickness (in excess of 28 days) the average is reduced to 2.5 and 3.3 days respectively.
25. Tables 9 and 10 compare City of London Police and City of London Corporation staff average working days lost. It can be seen that overall the City of London Corporation has seen a downwards trend from 9.13 days (2008/09) to 5.44 days (2013/14). However, although City of London Police staff have seen a decrease from 9.4 days (2008/09) to 7.3 days (2011/12), since then there has been a slight increase year on year to the current figure of 7.7 days.
26. In comparison the national CBI figures on Sickness Absence for 2013 were 6.9 days within the Public Sector (down from 8.1 in the previous year) and 4.9 within the Private Sector (down

from 5.9 in the previous year). Figures are published in July of each year.

27. Police Officers have also seen a decrease from 5.9 (2009/10) to 4.6 (2010/11), this being the lowest recorded figure over the last 10 years. However, the table below demonstrates a slight increase during the past three financial years with sickness absence levels for 2013/14 standing at 5.7 days.

Table 9

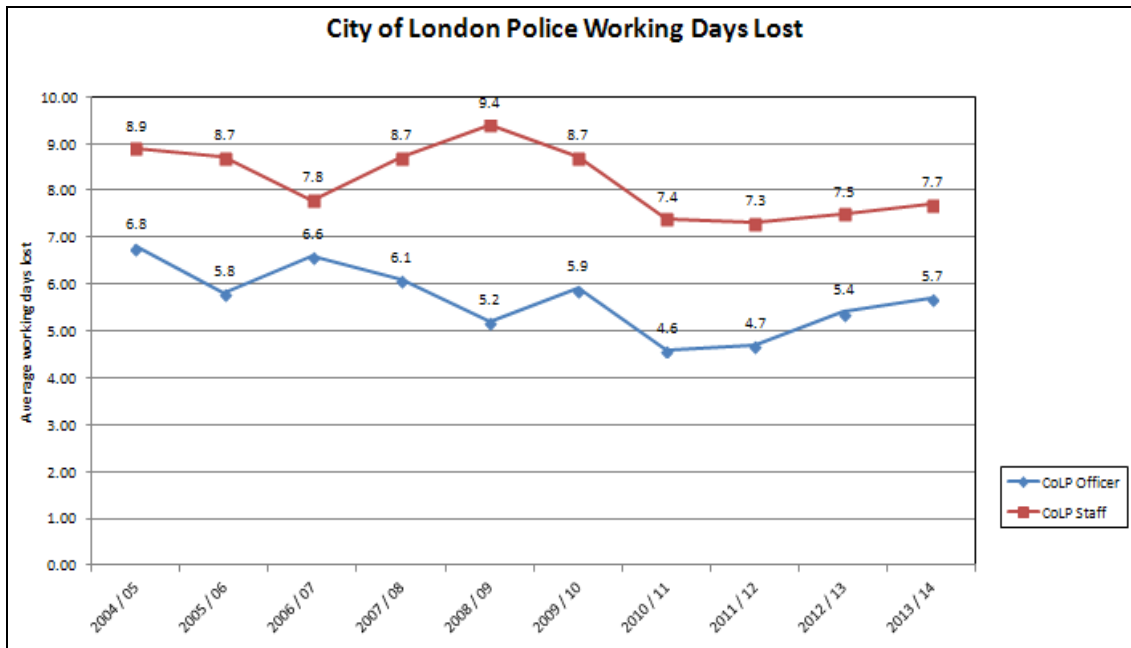
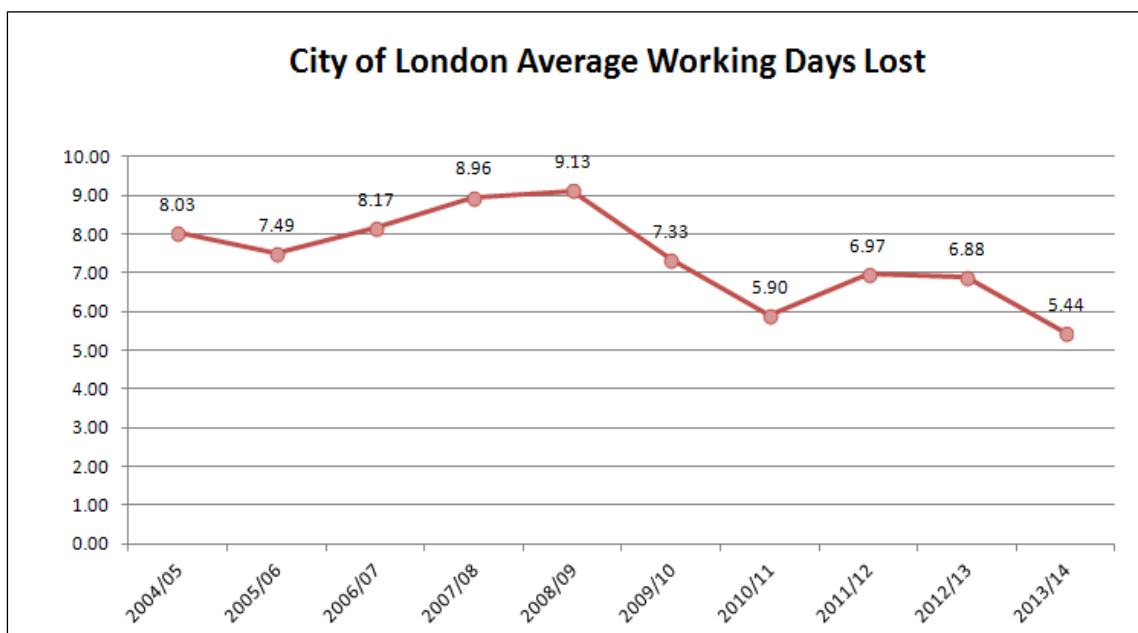
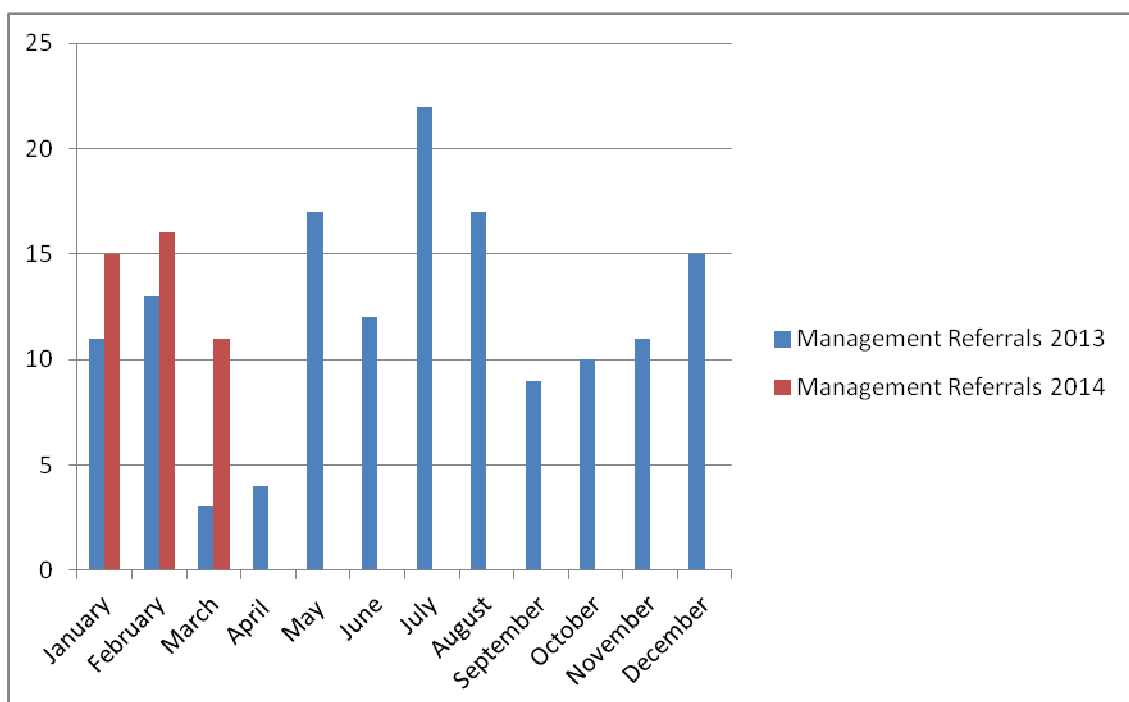


Table 10



28. A trend analysis of referrals to Occupational Health has been undertaken to identify whether the numbers of referrals has increased during any particular period and/or for any singular reason. Table 11 demonstrates that there were a higher number of referrals between May and August 2013. During the first quarter of 2014, there have been a consistent number of referrals to Occupational Health.
29. An increased number of referrals is not necessarily a negative position for the Force, and can be a demonstrated response following focused training with managers on addressing sickness absence management issues; a series of absence management training workshops were held for managers / supervisors between October and March. It is therefore expected that the Force could see a reduction in the number of days lost through effective and improved management practices.
30. A review of referral reasons to Occupational Health has identified an 8% increase from January 2013 – January 2014 in referrals relating to stress, the number of referrals being 58 out of a total of 161 referrals. The Force has arrangements in place to support staff dealing with personal or work related stress through the Employee Advisory Service, Cognitive Behavioural Therapy or the Wellbeing team.

Table 11





31. 55.5% (2,418 days) of Police Officer sickness and 57.5% (1809 days) of Police Staff sickness is 'long-term' (that is over 28 days in length).
32. Tables 12 and 13 are a graphical representation of working days lost broken down by Directorate for officers and support staff. Police Officers are below the target of 6 working days lost [5.7] and Police staff are above the target of 7 [7.7]. It can be seen that the sickness levels for officers has decreased from April 2013 until about August 2013 followed by an increase during the winter period. Support Staff levels have consistently fluctuated month on month with the end of long term sickness periods affecting the numbers on return.
33. Officers - There have been 68 reported cases of Influenza, 63 of vomiting and 45 of Cold out of a total of 604 instances of sickness.
34. Support Staff – There have been 60 reported reasons of Cold, 43 of Influenza and 38 Vomiting, with Stomach upset at 37 cases out of total of 499 instances of sickness All these periods were between 1 and 10 working days lost and were the most reported reasons stated.

Table 12

**Working days lost by Directorate 2013-14  
[Officers]**

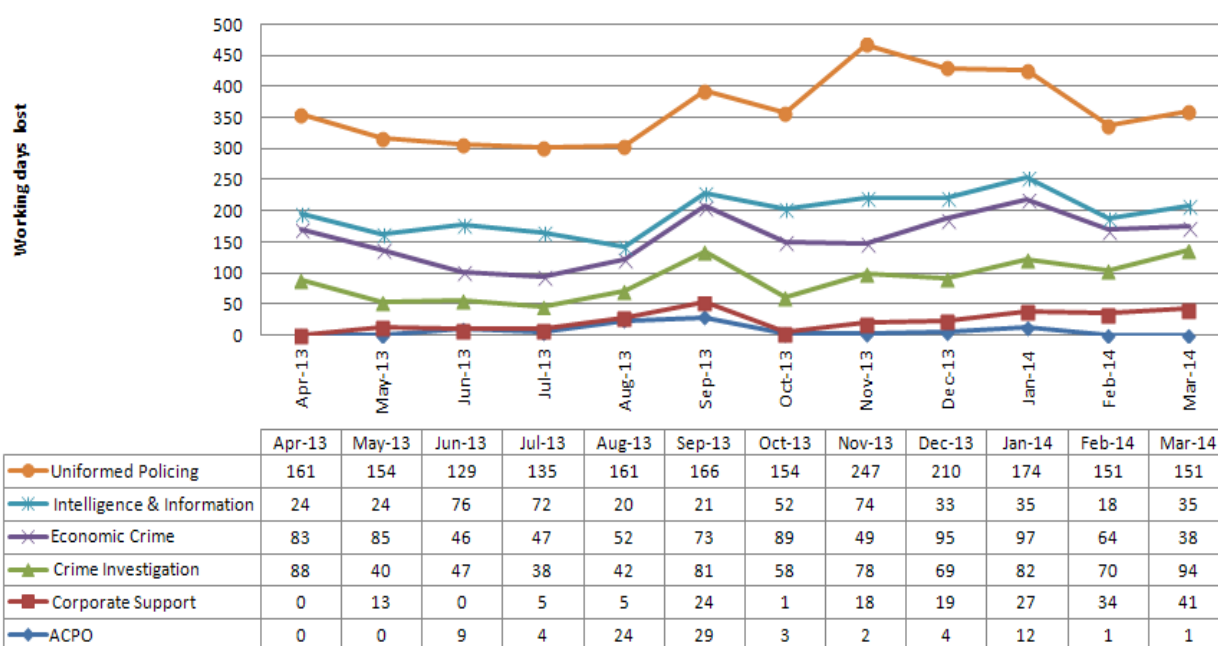
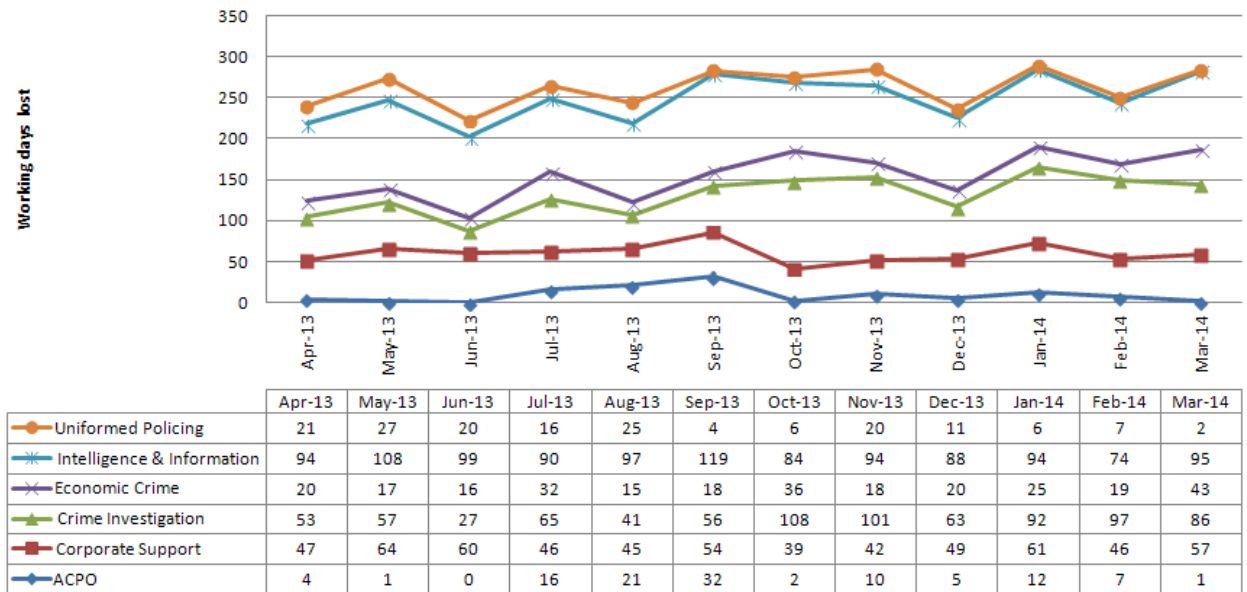


Table 13

**Working days lost by Directorate 2013-14  
[Support Staff]**



## GRIEVANCES

35. During the reporting period a total of 9 grievances have been raised which comprised 8 grievances from Police Staff and 1 grievance from a Police Officer.
36. The City of London Police received four Employment Tribunal claims within the reporting period which relate to claims of race discrimination and / or disability discrimination. Two cases were withdrawn by the complainants following Preliminary hearings where the Force demonstrated that there was no prospect of success in their claims. The final two cases are pending tribunal hearing dates. A number of the claims were submitted on or prior to July 2013. Claims submitted prior to 29<sup>th</sup> July, did not require claimants to pay a charge for submitting their claim. Since this time, costs have been introduced which are dependent on the nature of the claim. There have been no new claims received since July 2013.

## RECOMMENDATIONS

37. Members are asked to note the contents of this report.

## CONCLUSION

38. The City of London Police continues to actively manage its workforce. Officer numbers continue to be monitored and are reducing to the City First model establishment in line with plans within the (current) Medium Term Financial Plan. There is a significant amount of recruitment being undertaken, particularly for police support staff to fill vacant established posts permanently to create a more stable workforce and reduce the use of agency staff that will, going forward, only be utilised to meet time limited projects and areas of extraordinary need. Where 'areas of concern' have been noted, such as levels of support staff sickness, work is actively being undertaken around improved training for line managers. In addition, future planned recruitment for student officers will help to improve the direction of travel for the diversity mix of Officers.

### **Background Documents:**

HR Monitoring Information data  
Home Office Guidance  
Equality and Diversity Information 1<sup>st</sup> Jan 2014

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*HR Systems Manager*

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# Agenda Item 8

<b>Committee:</b>	<b>Date:</b>
Police Performance and Resources Sub-Committee	28 <sup>th</sup> May 2014
<b>Subject:</b> Internal Audit Update Report	<b>Public</b>
<b>Report of:</b> The Chamberlain	<b>For Information</b>

## Summary

This report provides an update on the internal audit reviews undertaken between February and April 2014 as well as further information on the progress being made on the completion of the 2013/14 Internal Audit Plan (Appendix 1). It also includes a schedule of planned work for 2014/15 (Appendix 2).

All 2013/14 planned work has either been completed or is currently in progress. One planned review has been completed since the February 2014 update report. The Police Third Party Payments (Full Review) Final Report has been agreed. The draft reports have been issued on the City Police Assurance Mapping Exercise) and Police Fees and Charges (Full Review). Fieldwork on the following reviews is in progress: Compensation Claims; Fleet Management VFM; and the Project Office. All of these projects are scheduled for completion by 30th June 2014, except Compensations Claims, which due to the complexity of the area reviewed is unlikely to be completed until later in the Summer period. The fieldwork on the Performance Measures and Police Procurement Card spot check reviews has started, and work on one remaining spot check review of Seized Goods will be completed by 30<sup>th</sup> May 2014.

It had been intended to complete all 2013/14 Internal Audit planned work to fieldwork stage by 31<sup>st</sup> March 2014, however this has been put back at the request of Force staff.

Internal audit work undertaken between February and April 2014 has established that satisfactory controls are in place for the areas that have been examined, although improvements have been recommended for clarifying the classification of expenditure posted to Third Party Payments.

Police Third Party Payments: The majority of Management Accountants, Managers and Officers understand the distinction between Third Party Payments and Supplies and Service however they would benefit from the CIPFA definition, instructions and guidance being communicated to them. The lack of full understanding of what constitutes a Third Party Payment is supported by the increase in misallocated expenditure from 2% of total expenditure in 2011-12 to 9% at present and the previous year 2012-13. Satisfactory monitoring and control of budgets and expenditure is performed. Nevertheless there is an absence of monthly budget reporting of Third Party Payments separately, including it under the heading of

Other in the monthly Budget Exception and Budget Control reports. An awareness and understanding of this distinct type of expenditure is not being demonstrated. There is evidence from the sample taken by Audit that Third Party Payment expenditure complies with the City's procurement policy and that value for money is being achieved.

Implementation dates for the recommendations arising from all full reviews and spot check reviews completed earlier in the year have been obtained from the Director of Corporate Services. All recommendations (GREEN priority) either have been implemented or will be by 31<sup>st</sup> October 2014.

### **Recommendation**

Members are asked to note the work that Internal Audit has undertaken, and offer any observations..

## **Main Report**

### **Background**

1. This report includes a summary of the status of all 2013/14 reviews (Appendix 1) and a schedule of planned Internal Audit work 2014/15 (Appendix 2). It also includes an update on the progress made in implementing Internal Audit recommendations resulting from 2013/14 work completed by 30<sup>th</sup> April 2014.

### **Internal Audit Plan 2013/14 – Progression to date**

2. There were seven full reviews and ten spot check reviews scheduled for completion by 31<sup>st</sup> March 2014. Seven spot checks were completed in the first six months of the year. In addition, two full reviews of the City First Project and Third Party Payments have now been completed to final report stage. Two full audit reviews: Assurance Mapping; and Fees and Charges have been completed to Draft Report stage. Fieldwork is progressing on the remaining three full reviews: Compensation Claims; Fleet Maintenance VFM; and the Project Office. The three remaining spot check reviews: Performance Measures; Police Procurement Cards; and Seized Goods will be completed by 30<sup>th</sup> May 2014. (72 audit days to date). Details of the work completed since 1<sup>st</sup> February 2014 is included below.
3. It had been intended to complete all 2013/14 planned work to fieldwork stage by 31<sup>st</sup> March 2014, but there have been a number of factors which have affected the progress of each remaining project.

Police Project Office (Full Review) - Delay in starting fieldwork requested until the conclusion of the recruitment exercise for the Head of Projects Office. Work is now underway with a planned completion date of 30<sup>th</sup> June 2014.

Police Compensation Claims (Full Review) Police Fees and Charges (Full Review), Police Seized Goods, Police Performance Measures, & Police Use of Procurement Cards (Spot Check Reviews) – A delay was requested by the Head of Finance, who is relatively new in post and wanted to familiarise himself with the system and procedures before the audit fieldwork started. Work on these areas will be completed by the end of June 2014. The fieldwork for Compensation Claims will re-commence after the completion of Year End Accounts, and is expected to complete by the end of the Summer. As a consequence, the Auditors assigned to the other reviews listed above have been working on other non-Police projects.

Police Vehicle Maintenance VFM (Full Review) – Progress was delayed due to the involvement of the temporary Senior Auditor undertaking other review work. This VFM review will be completed by the 30<sup>th</sup> June 2014.

## Summary of Audit reviews

### Police Third Party Payments (20 days)

4. The five Directorates of the City of London Police make Third Party Payments. The CIPFA definition of a third party payment is: "a payment to an outside provider (or an internal delivery service unit of the authority defined as a trading operation) in return for the provision of a service". This is in contrast to the CIPFA definition for Supplies and Services which relates to: "the procurement of consumable items". The third party payments budgets and outturn for the current and two previous financial years are summarised below:

	2011/12			2012/13			2013/14	
	Annual Budget £'000	Year End Outturn £'000	Over Spend £'000	Annual Budget £'000	Year End Outturn £'000	Under Spend £'000	Annual Budget £'000	Outturn as at Nov 2013 £'000
Third party payments	1,708	1,821	-113	1,033	809	224	1,302	382

5. The purpose of this audit review was:-
- to ensure that the expenditure falls with the CIPFA definition
  - to ensure that they comply with procurement polices
  - evaluate if value for money is being achieved
  - evaluate the procedures to ensure that budget and expenditure is monitored and controlled

6. The majority of Management Accountants, Managers and Officers understand the distinction between Third Party Payments and Supplies and Services. However, they would benefit from the CIPFA definition and instructions or guidance being communicated to them. The lack of full understanding of what construes a Third Party Payment is supported by the increase over the last three years of misallocated expenditure, from 2% of total expenditure in 2011-12 to 9% at present and in the previous year 2012-13. The Head of Finance has provided assurances that journal transfers to the correct budget codes will be carried out.
  
7. Satisfactory monitoring and control of budgets and expenditure is performed. Nevertheless, there is an absence of monthly budget reporting of Third Party Payments separately, including it under the heading of Other in the monthly Budget Exception and Budget Control reports. An awareness and understanding of this distinct type of expenditure is therefore not being demonstrated.
  
8. There is evidence from the sample taken by Audit that Third Party Payment expenditure complies with the City's procurement policy and that value for money is being achieved.

<b>Recommendations</b>	<b>Red</b>	<b>Amber</b>	<b>Green</b>	<b>Total</b>
Number Made:	0	0	4	4
Number Accepted:	0	0	4	4



## Implementation of Audit Recommendations

9. Agreement has been obtained for all work undertaken up until 30<sup>th</sup> April 2014 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 <sup>st</sup> Oct 14
Third Party Payments	-	-	4	4	30 <sup>th</sup> Sept 14
Property & Front Offices	-	-	2	2	Implemented
Procurement Processes	-	-	1	1	Implemented
Police Officers' Travel Expenses	-	-	2	2	Implemented
Recruitment CSA	-	-	1	1	Implemented
<b>Total Accepted</b>	-	-	11	11	

10. It has been confirmed that recommendations in respect of: Property and 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 are fully implemented. 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, and the four recommendations in respect of Third Party Payments by 30<sup>th</sup> September 2014.

## Internal Audit Plan 2014/15

11. The five year Internal Audit Plan 2014/19 and the one year Operational Plan 2014/15 were approved by the City's Audit & Risk Management Committee in March 2014. Details of 2014/15 scheduled audit work for the City Police are included in Appendix 2 of this report. There are two full reviews of Police Overtime and Police Business Continuity and Disaster Recovery Arrangements. There are also four Mini-Assurance Reviews: HMIC Assurance Review; Informants Funds; Police Officer's Pensions; and Bank Accounts. In addition, three Spot Check Reviews: Cash Income; Property & Front Offices; and Seized Goods will be undertaken during the financial year.
12. Pen Pictures for the two Full Reviews and four Mini-Assurance Reviews are included below:

Police Overtime (Full Review) (20 days): This review will examine compliance with approved procedures. It will also consider any opportunities for

efficiencies, for example, changes to shift patterns to reduce the requirement for overtime.

Business Continuity Planning/Disaster Recovery (Full Review) (15 days):

The reviews key objective is to determine the assurance level of the system in dealing with a wide range of incidents. Both a comparative and benchmarking review will be performed; this will be an amalgam of standards tailored to the characteristics of the CoLP's objectives.

Mini-Assurance Reviews

HMIC Assurance Review (5 days): This review was requested by the Assistant Commissioner and forms part of the overall preparation of City Police benchmarking performance data for the Police Committee. Its purpose is to provide assurance over the reliability of the data submitted for benchmarking purposes.

Informants' Funds (10 days): This review will examine compliance with approved procedures and include sample testing of records in order to determine their accuracy.

Police Pensions (10 days): The purpose of this review is to test a sample of pensions' payments and calculations for compliance with the Police Pensions Scheme.

Police Bank Accounts (5 days): This review will examine the maintenance of bank accounts opened for prisoners and proceeds of crime.

## **Conclusion**

13. Whilst a number of recommendations have been made to date (eleven GREEN priority rated in total), no significant control weaknesses have been identified. The 2013/14 plan is expected to be fully completed by the 30<sup>th</sup> June 2014, with the exception of the Compensation Claims audit, with three full reviews in progress, two reviews at draft report stage, two spot check reviews underway, and one remaining spot check review to start.
14. The 2014/15 Operational Internal Audit Plan has been approved by the City's Audit & Risk Management Committee. All projects have been scheduled with an overall completion date of 31<sup>st</sup> March 2015.

## **Background Papers**

Appendix 1 Internal Audit Plan Schedule of Projects 2013/14

Appendix 2 Internal Audit Plan Schedule of Projects 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 <sup>th</sup> November 2013	Completed	-	-	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	30 <sup>th</sup> May 2014	Fieldwork				

<b>Full Reviews</b>				<b>Recommendations</b>			
<b>Project</b>	<b>Planned Days</b>	<b>Planned Completion Date</b>	<b>Current Stage</b>	<b>Total Red</b>	<b>Total Amber</b>	<b>Total Green</b>	<b>Total</b>
<b>ASSURANCE MAPPING EXERCISE</b> 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.	5	30 <sup>th</sup> May 2014	Draft Report	-	-	-	-
<b>POLICE COMPENSATION CLAIMS</b> 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.	20	To be confirmed July 2014 update report.	Fieldwork				
<b>THIRD PARTY PAYMENTS</b> 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.	15	30 <sup>th</sup> May 2014	Final Report	-	-	4	4

Full Reviews				Recommendations			
Project	Planned Days	Planned Completion Date	Current Stage	Total Red	Total Amber	Total Green	Total
<p><b>FEES AND CHARGES</b>            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.</p>	20	13 <sup>th</sup> June 2014	Draft Report	-	2	-	2
<p><b>FLEET MANAGEMENT VFM</b>            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.</p>	10	13 <sup>th</sup> June 2014	Fieldwork				

	Planned Days	Planned Completion Date	Current Stage	Recommendations			
				RED	AMBER	GREEN	TOTAL
<b>Spot Check Reviews</b>							
Property & Front Offices	4	26 <sup>th</sup> June 2013	Completed	-	-	2	2
Bernard Morgan House Cash Check	5	26 <sup>th</sup> June 2013	Completed	-	-	1	1
Procurement Processes	5	30 <sup>th</sup> September 2013	Completed	-	-	1	1
Police Performance Measures	3	30 <sup>th</sup> May 2014	Fieldwork	-	-	-	-
Police Procurement Cards	10	30 <sup>th</sup> May 2014	Fieldwork				
Police Officers' Travel Expenses	5	25 <sup>th</sup> July 2013	Completed	-	-	2	2
Police Officer's Ad Hoc Payments	5	8 <sup>th</sup> August 2013	Completed	-	-	-	-
Pre-Employment Screening	5	8 <sup>th</sup> August 2013	Completed	-	-	-	-
Recruitment CSA	3	8 <sup>th</sup> August 2013	Completed	-	-	1	1
Seized Goods	5	30 <sup>th</sup> May 2014	Not started				

## Schedule of Internal Audit Projects 2014/15

Full Reviews				Recommendations			
Project	Planned Days	Planned Completion Date	Current Stage	Total Red	Total Amber	Total Green	Total
<p>POLICE OVERTIME</p> <p>This review will examine compliance with approved procedures. It will also consider any opportunities for efficiencies, for example, changes to shift patterns to reduce the requirement for overtime.</p>	20	31 <sup>st</sup> March 2015	Not started				
<p>BUSINESS CONTINUITY/DISASTER RECOVERY</p> <p>The reviews key objective is to determine the assurance level of the system in dealing with a wide range of incidents. Both a comparative and benchmarking review will be performed; this will be an amalgam of standards tailored to the characteristics of the CoLP's objectives.</p>	15	30th September 2014	Not started				

Project	Planned Days	Planned Completion Date	Current Stage	Total Red	Total Amber	Total Green	Total
<b>Mini Assurance Reviews</b>							
<b>HMIC ASSURANCE REVIEW</b> This review was requested by the Assistant Commissioner and forms part of the overall preparation of City Police benchmarking performance data for the Police Committee.	5	30 <sup>TH</sup> June 2014	Planning				
<b>INFORMANTS FUNDS</b> This review will examine compliance with approved procedures and include sample testing of records in order to determine their accuracy.	10	31 <sup>st</sup> December 2014	Not started				
<b>POLICE OFFICERS' PENSIONS</b> The purpose of this review is to test a sample of pensions payments and calculations for compliance with the Police Pensions Scheme.	10	31 <sup>st</sup> March 2015	Not Started				
<b>POLICE BANK ACCOUNTS</b> This review will examine the maintenance of bank accounts opened for prisoners and proceeds of crime.	5	31 <sup>st</sup> March 2015	Not Started				



<b>Project</b>	<b>Planned Days</b>	<b>Planned Completion Date</b>	<b>Current Stage</b>	<b>Total Red</b>	<b>Total Amber</b>	<b>Total Green</b>	<b>Total</b>
<b>Spot Check Reviews</b>							
CASH INCOME	3	30 <sup>th</sup> June 2014	Not Started				
PROPERTY & FRONT OFFICES	2	31 <sup>st</sup> March 2015	Not Started				
POLICE SEIZED GOODS	5	30 <sup>th</sup> September 2014	Not Started				

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# Agenda Item 12

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of the Local Government Act 1972.

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# Agenda Item 13

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# Agenda Item 14

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