



Performance and Resource Management Sub (Police) Committee

Date: FRIDAY, 26 SEPTEMBER 2014
Time: 9.30 am
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members: Deputy Douglas Barrow (Chairman)
Alderman Alison Gowman
Deputy Keith Knowles
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 28 May 2014.

For Decision
(Pages 1 - 4)
4. **OUTSTANDING REFERENCES**
To receive the list of Outstanding References.

For Information
(Pages 5 - 6)
5. **HMIC INSPECTION UPDATE 2014-15**
Report of the Commissioner of Police.

For Information
(Pages 7 - 24)
6. **RISK REGISTER UPDATE**
Report of the Commissioner of Police.

For Information
(Pages 25 - 32)
7. **1ST QUARTER PERFORMANCE AGAINST TARGETS IN THE POLICING PLAN 2014-17**
Report of the Commissioner of Police.

For Information
(Pages 33 - 64)
8. **COLLABORATIVE SERVICES (CITY OF LONDON CORPORATION AND CITY OF LONDON POLICE)**
Report of the Commissioner of Police.

For Information
(Pages 65 - 72)
9. **INTERNAL AUDIT UPDATE REPORT**
Report of the Head of Internal Audit and Risk Management.

For Information
(Pages 73 - 84)

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

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

12. **EXCLUSION OF THE PUBLIC**

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

Part 2 - Non-Public Agenda

13. **NON-PUBLIC MINUTES**

To agree the non-public minutes held on 28 May 2014.

For Decision
(Pages 85 - 86)

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

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

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PERFORMANCE AND RESOURCE MANAGEMENT SUB (POLICE) COMMITTEE **Wednesday, 28 May 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, 28 May 2014 at 11.30 am

Present

Members:

Deputy Douglas Barrow (Chairman)
Alderman Alison Gowman
Kenneth Ludlam
Don Randall

Also in attendance:

Deputy Henry Pollard

Officers:

Katie Odling	Town Clerk's Department
James Goodsell	Town Clerk's Department
Neil Davies	Town Clerk's Department
Paul Nagle	Chamberlain's Department
Steve Telling	Chamberlain's Department

City of London Police:

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

1. APOLOGIES

Apologies for absence we're receive from Suzanne Jones and Alex Orme.

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

There were no declarations of interest.

3. MINUTES

RESOLVED - That the minutes of the last meeting be approved.

Matters arising -

With regards to the development of a new methodology for assessing Value for Money (VfM), the Assistant Commissioner informed the Sub Committee that he would be updating the Town Clerk on progress and a further update would be provided at the next meeting.

4. **OUTSTANDING REFERENCES**

The list of outstanding references was noted.

5. **HUMAN RESOURCES - MONITORING INFORMATION 1ST APRIL 2013 TO 31ST MARCH 2014**

The Sub Committee received a report of the Commissioner of Police which set out the Force's Human Resources monitoring data for the period 1 April 2013 - 31 March 2014.

The Sub Committee discussed the number of resignations at the Force which was increasing as a result of the changes to the Pension Scheme and the package contributions which were often more attractive elsewhere. The Force was therefore looking at options to make the Pension package more attractive and reflective of the current market.

The Sub Committee referred to recruitment trends and made specific mention to the decrease in Specials, recruitment for specific intakes and the varying dynamics for female staff.

It was agreed to provide details in the next HR Monitoring Report in November 2014 which would cover the 6 month period from April 2014 -September 2014 to show the split in the sickness levels for Corporation staff and City of London Police staff and which also identified trends over a three year period to see if representation was greater over a longer term or shorter term.

RESOLVED - That the report be noted.

6. **INTERNAL AUDIT UPDATE REPORT**

The Sub Committee received a report of the Chamberlain which provided an update on the internal audit reviews undertaken between February and April 2014.

Concern was expressed by the Sub Committee that the Chamberlain's department had accepted a request by City of London Police to put back the completion of the Internal Audit work. It was noted that this work was originally due to be completed by 31 March 2014 and the Sub Committee had previously been given assurances that this completion date would be achieved.

The Head of Internal Audit explained that this delay had been accepted as it would make the audit more efficient and allow the post holders who were relatively new to the Force to understand their role which would assist with facilitating the audit. The Sub Committee requested that this matter be brought to the attention of the Audit and Risk Management Committee as they were not satisfied with this explanation.

A request was made to provide further details regarding some of the recommendations in future internal audit update reports. Members also requested that the application of the audit planning risk assessment model for the City of London Police be circulated.

It was also requested that information regarding the auditing of City of London Corporate systems relevant to City Police operations (e.g. payroll) be included in future internal audit update reports.

RESOLVED - That the report be noted.

7. HMIC INSPECTION UPDATE 2013/14

The Sub Committee received a report of the Commissioner of Police which provided an update regarding the response to Her Majesty's Inspectorate of Constabulary (HMIC) inspection reports for the financial year 2013/14.

The Sub Committee discussed the performance against recommendations on the Stop and Search Inspection which showed that good progress had been made in relation to improved supervision and improved quality of data submissions. It was noted that a further update would be provided to the Sub Committee in September 2014.

It was agreed that clarification of deadline dates where these were not provided in the action plan would be provided in future reports. In addition, further information would be provided for those actions with a status of red or amber.

One Member requested that mention be made to the HMIC in the Annual Report of the City of London Police.

RESOLVED - That the report be noted.

8. END OF YEAR PERFORMANCE AGAINST TARGETS IN THE POLICING PLAN 2013-16

The Sub Committee received a report of the Commissioner of Police in respect of performance against the Policing Plan 2013-2016 for the 2013-2014 financial year.

With regard to the Forces notable achievements set out on page 38, the Assistant Commissioner explained that further to the successful application for the funds of £3.2m which would be forfeited under the Proceeds of Crime Act following the investigation of a money laundering investigation, the Force was award half of the forfeited funds which were to be reinvested into Crime Fighting.

In respect of the figures around rough sleepers, it was noted that this was no longer a target in next years' local policing plan, however, Members were reassured that it would still be a Directorate target and would be monitored at the Force's PMG at which the Town Clerk was represented. It was also noted that these figures were reported to Community and Children's Services Committee and it was agreed that these reports could be circulated to Members of this Sub Committee for information.

RESOLVED – That the report be noted.

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

There were no questions.

10. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
Whistle Blowing Policy - the Sub Committee were informed that this area of work was within the remit of the Professional Standards and Integrity Sub Committee.
11. **EXCLUSION OF THE PUBLIC**
RESOLVED- – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of the Schedule 12A of the Local Government Act.
12. **NON-PUBLIC MINUTES**
RESOLVED -That the non-public minutes of the last meeting be approved.
13. **HMIC - CRIME RECORDING: A MATTER OF FACT - AN INTERIM REPORT OF THE CRIME DATA INTEGRITY IN POLICE FORCES IN ENGLAND AND WALES**
The Sub Committee received a report of the Commissioner of Police regarding the crime data integrity in Police forces in England and Wales.
14. **A SEVEN YEAR REVIEW OF VIOLENT CRIME IN THE CITY OF LONDON- AN OVERVIEW**
The Sub Committee received a report of the Commissioner of Police which provided a seven year review of Violent Crime in the City of London.
15. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.
16. **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 1.00 pm

Chairman

Contact Officer: Katie Odling

Agenda Item 4

PERFORMANCE AND RESOURCE MANAGEMENT SUB (POLICE) COMMITTEE 26 SEPTEMBER 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	<i>In progress</i> <i>To be received at 26th September 2014 meeting of the Sub Committee.</i>
28/05/2014 Item 3	Verbal Update regarding Value for Money (VfM)	Assistant Commissioner	<i>In progress</i> <i>To be received at 26th September 2014 meeting of the Sub Committee.</i>
28/05/2014 Item 5	HR Monitoring Report in November 2014 to show the split in the sickness levels (long term and short term) for Corporation staff and City of London Police staff	Assistant Commissioner	<i>In progress</i> <i>To be received at the 19th November 2014 meeting of the Sub Committee.</i>
28/05/2014 Item 7	Stop and Search Inspection update	Assistant Commissioner	<i>In progress</i> <i>To be received at 26th September 2014 meeting of the Sub Committee as part of the HMIC Inspections Update</i>
28/05/2014 Item 14	Verbal Update on any changes to the nature of violent crime in the City since the commencement of the new performance year.	Assistant Commissioner	<i>In progress</i> <i>To be received at 26th September 2014 meeting of the Sub Committee.</i>

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Committee(s):	Date(s):
Police: Performance and Resource Management Sub Committee	26 th September 2014
Subject: HMIC Inspection update 2014/15	Public
Report of: Commissioner of Police Pol 65/14	For Information

Summary

This report provides an ongoing update to your Sub-Committee on the City of London Police response to Her Majesty's Inspectorate of Constabulary (HMIC) inspection reports as they are published over the course of the 2014/15 financial year. This report provides updates on the following inspections:

- **The Strategic Policing Requirement – Public Order:** a national report that highlighted the high quality of the City of London's Public Order threat and risk assessment; found that nationally, forces have the capacity and capability to fulfil the requirements under the SPR (paras 2-5).
- **Cyber Crime:** the follow up inspection is scheduled for early 2015, in anticipation of which the Force has developed a draft Cyber Crime Strategy and is completing a full gap analysis based on the College of Policing Cyber Crime Toolkit (para 6).
- **The Valuing the Police 4 Inspection:** City of London Police received an overall grading of "Good" with HMIC reassured that the Force had made the necessary savings to meet the funding challenge of the comprehensive spending review and has plans to address ongoing austerity (paras 7-17).
- **Crime Data Integrity:** 10 recommendations made, however, HMIC conclude that Force systems and processes can be relied on to provide effective crime recording (paras 18-21).
- **Making the Best Use of Police Time:** 40 recommendations made by the national report, which does not identify individual forces. Findings in respect of the Force are largely positive (paras 22-26).
- **Stop and search:** an update on the previous submission to your Sub-Committee, principally around the launch of the Voluntary Code of Practice for Stop and Search introduced from 26th August 2014 (paras 27-30).

Additionally, your Sub-Committee's attention is drawn to inspections that have taken place but for which there are currently no reports, and lastly inspections which are due to take place in the near future.

Recommendation(s)

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

Main Report

Background

1. Members will be aware that Her Majesty's Inspectorate of Constabulary (HMIC) conducts a number of assessments of police forces in England and Wales as part of their ongoing inspection programme. This report provides an up to date position on any national recommendations together with any specific City of London Police observations made by HMIC.

Strategic Policing Requirement – Public Order

2. In the previous update report to your Sub-Committee in May 2014 (Pol 41-14 refers), Members were provided with an overview of the national report that HMIC published assessing the extent to which forces were complying with their obligation to support and deliver the Strategic Policing Requirement (SPR). It was noted in that report that two additional national reports were still to be published this year addressing Public Order and Cyber Crime, with the remaining areas covered by the SPR due to be inspected and reported against over the course of the next two years.
3. As the initial national SPR report, the Public Order report is not Force specific. The report was based on documentary evidence and data provided by all 43 forces, supported by fieldwork inspections of 18 forces, which included the City of London Police. It looked in depth at how forces, individually and collectively have responded to the SPR in relation to the threat to public order.
4. HMIC's findings are ordered under the four headings of: Capacity and Contribution; Capability; Consistency; and Connectivity.
 - Capacity and Contribution: HMIC feel that chief constables understand their role to provide PSUs to respond to public disorder across force boundaries and to make a contribution to the national requirement of 297 PSUs. The inspection confirmed that all forces have the capacity to make this contribution. All forces have a public order Strategic Threat and Risk Assessment (STRA); however, whilst the City of London's STRA was highlighted as being particularly good¹, HMIC were disappointed to find that a number of police forces are either still not using the threat assessment process to its full effect or not using it at all.
 - Capability: HMIC found that forces understand the capabilities they are required to have in relation to public order, assisted by the fact that all forces had completed the College of Policing capability framework. Whilst all forces had the equipment necessary to police public order effectively, equipment compatibility between forces was highlighted as an issue (not for London however).

¹ Other forces highlighted as having a robust Public Order STRA were Derbyshire, Dyfed-Powys, Northamptonshire, North Wales and North Yorkshire.

- Consistency: HMIC found consistency was strongest in police regions where PSUs from constituent forces train and exercise together. Joint training and exercising, where the same tactics are used, improves the ability of forces to work together in public order policing (as happens between the City of London Police and Metropolitan Police).
 - Connectivity: HMIC conclude that chief constables are co-operating with the arrangements for cross-boundary mobilisation. However, they also felt that the national response would be more effective and efficient if all regions, except for London where there is a good case for remaining as it is, were to adopt the East Midlands model of a Regional Information Coordination Centre.
5. There were no formal recommendations made within the report for forces to address.

Cyber Crime

6. Further to the update provided in Pol 41-14 to your Sub-Committee; the Force has now developed a Cyber Crime Strategy. Additionally, the College of Policing Development Plan template is being used to conduct a full gap analysis of priority actions that might need to be addressed prior to the next Cyber Crime inspection, which is now scheduled for early 2015 (HMIC had previously indicated it might take place late summer 2014). The Force has already seconded two officers to the National Cyber Crime Unit (NCCU), which will assist significantly with capability and capacity in this area, and consideration will be given to whether a dedicated unit will be necessary to counter the threat to the City or whether the threat can be managed from existing structures and resources.

Valuing the Police 4.

7. Over the past four years, HMIC's "Valuing the Police" programme has tracked how forces have made savings following the government spending review in October 2010. The fourth report in this series "Policing in Austerity: Meeting the Challenge" found broadly that the police have met the financial challenge quite successfully but with further cuts looming, the erosion of neighbourhood policing and the failure of forces to collaborate, concerns for the future remain. The inspection concentrated on three broad questions:
- To what extent is the force taking the necessary steps to ensure a secure financial position for the short and long term?
 - To what extent has the force an affordable way of providing policing?
 - To what extent is the force efficient?
8. Thirty-five forces (including the City of London Police) were judged as having a 'good' response, five² were judged as 'outstanding' with only three³ forces

² Outstanding forces: Avon and Somerset; Norfolk; Lancashire; Staffordshire; West Midlands

classed as 'needing improvement'. No forces were deemed 'inadequate'. The three forces needing improvement will be re-inspected later this year to assess their progress against a recommendation that they urgently review their plans.

9. The City of London Police was placed in the category of forces facing a 'comparatively moderate challenge'. This was due largely to the Force's actions in negotiating additional income streams, effectively reducing the resulting funding gap that needed to be addressed. Representation was made to HMIC that this should not have affected the scale of the original challenge faced by the Force, when in fact the Force should have been lauded for its innovative approach. However, that view was not reflected in the report.
10. The national report made four recommendations. Recommendations 1 and 2 relate solely to the three forces cited as needing improvement. Recommendation 3 is aimed at those forces who have not assumed a level of year-on-year restrictions from 2015/16 will continue at the same rate as those in the current spending review period (does not apply to the City of London Police) and encourages them to revisit the assumptions made in their plans.
11. Recommendation 4 relates to the 20 forces (which includes the City of London Police) that plan to achieve less than 10 percent of their savings in the current spending review period from collaboration, stating those forces should review their plans for increasing savings from collaboration with other organisations in 2015/16 and 2016/17. Forces are expected to revisit collaboration plans between now and October, however, it is difficult to see what might change over such a brief period of time. The City of London Police is not averse to collaboration and is constantly exploring new opportunities to collaborate; Members will be aware of the extensive efforts made as part of City First to collaborate with other forces/organisations in both operational and non-operational areas, however, the Force has made clear that it will not collaborate unless there are compelling operational or financial reasons for doing so.
12. HMIC notes that it has concerns about the ability of 18 forces (which includes the City of London Police) to withstand further reductions. However, when pressed on the matter, HMIC admitted that that view was pure speculation and was based solely on the size of smaller forces and officer numbers. It was not intended as a specific comment on the City's of London's Police's plans to address ongoing austerity or its ability to deliver those plans.

City of London specific report

13. Alongside the national report, HMIC has published a separate report for each police force. In the City of London-specific report, HMIC found that the Force has made good progress in managing financial cuts and continues to deliver effective policing to the City of London. HMIC notes that the Force is building resources to meet its important national role in tackling economic crime

³ Forces requiring improvement: Bedfordshire; Gwent; Nottinghamshire

although there is an attendant future risk given the uncertain financial landscape in which the Force operates. However, HMIC also states there are sound plans for coping with future austerity.

14. Specifically, the reported notes that the Force:

- is on track to achieve its required savings over the spending review period;
- has plans in place to deliver all of the savings needed in 2014/15 including the use of reserves;
- is developing detailed savings plans for 2015/16 and beyond;
- has successfully protected the front line and there are now a greater number of the workforce working on the front line than there were in 2010; and
- has reduced crime over the spending review and has maintained a high level of victim satisfaction.

15. The report notes that in addition to delivering policing to the City of London, the Force also plays an important national role in co-ordinating the country's response to economic crime and fraud. Unlike the national report, HMIC acknowledges that its national lead role has enabled it to develop specialist expertise and attract external funding for specific national economic crime fighting initiatives and operations. Overall, HMIC states the Force understands the issues it faces and is delivering its local and national commitments efficiently and effectively.

16. There were no recommendations made in the report.

17. In future years the Valuing the Police inspections will be subsumed within the annual "All Force Assessment", also known as "PEEL" inspections, where PEEL represents Policing Efficiency, Effectiveness and Legitimacy. The current assessment detailed within this report will feed into the PEEL interim assessment which is due to be published in November 2014 and will incorporate aspects of other inspections that have already taken place this year, including the Strategic Policing Requirement, Core Business and Integrity and Corruption.

Crime Data Integrity

18. In its 2013/14 inspection programme, HMIC committed to carry out an inspection into the way police forces record crime data. All 43 forces were inspected. A full thematic national report is due to be published imminently; however, at the time this report was being developed it had not been published. However, the City of London Police specific report, which is the subject of this update, was published on the 28th August 2014. .

19. One central question was considered as part of this inspection programme:

- To what extent can police-recorded crime information be trusted?

That question will not be able to be answered until the publication of the full, national thematic report as it requires an assessment of crime data and statistics at a national level. The City of London draft report finds that of the 64 incident records examined, 59 crimes should have been recorded. Of the 59 crimes that should have been recorded, 54 were. Of the 54, two were wrongly classified and one was recorded outside the 72-hour limit allowed under the HOOCR. 20 calls from the public were also examined. HMIC found that of the 20 crimes that should have been recorded, 19 were recorded correctly. HMIC were reassured that these findings indicate that crime recording by the Force is generally effective.

20. Your Sub-Committee might recall that HMIC published an interim report as part of this inspection programme (Crime Recording, A Matter of Fact), the details of which were submitted to your Sub-Committee in May 2014 (Pol 42-14 refers). There were no matters raised in that report that require an update to your Sub-Committee.
21. The report makes 10 formal recommendations which are reproduced in full at Appendix A. Some of the recommendations will be able to be actioned with little effort (e.g. Recommendation 1 concerning staff awareness of a confidential reporting facility to report unethical crime recording practices); others will require coordination and implementation over a longer period. An action plan will be developed to address the recommendations. Progress will be monitored by Strategic Development and managed by the Data Integrity Board. A copy of the action plan, together with details of progress made against it, will be submitted to your next Sub-Committee.

Making Best Use of Police Time

22. On 4th September 2014 HMIC published its “Core Business” report, an inspection of crime prevention, police attendance and use of police time. It looked at three areas:
 - How well forces are preventing crime and antisocial behaviour;
 - How forces respond to reports of crime, including investigating crime and bringing offenders to justice; and
 - How well forces are freeing up the time of their staff so they can focus on policing functions.
23. The national report, which does not identify individual forces, has made headline news with HMIC finding that some forces no longer routinely attend scenes of crime. The data collected by HMIC as part of this inspection will also inform the interim PEEL assessment, due to be published in November.
24. The report makes 40 recommendations, which are reproduced at Appendix B. Given the date of the report’s publication and your Sub-Committee’s report deadlines, it has not been possible to assess fully all the recommendations and establish the extent to which they might apply to the City of London Police. That piece of work will be done imminently and any resulting action plan will be presented to your next available Sub-Committee.

25. However, HMIC has furnished the Force with their findings in respect of the City of London Police. Those findings, ordered under three headings, are:

Preventing Crime

- The Force is one of the few forces that has an overarching crime prevention strategy.
- There are strong examples of long term crime prevention initiatives being undertaken and the daily management meeting focus staff towards crime prevention activity.
- Whilst the Force does not have a database that would assist with evaluating work and sharing good practice, the Organisational Learning Forum does perform some of those functions.
- Consideration should be given to providing formal crime prevention training to staff who deal with victims of crime and ASB.

Crime Recording and Attendance

- The Force is one of the very few that requires officers to attend all reports of crime and incidents.
- There are clear policies and procedures to identify vulnerable and repeat victims of crime and ASB.
- There are systems in place to identify how many crimes the Force attends.
- There is clear evidence of officers recording updates on the progress of investigations and supervisory oversight.
- The arrangements for the Integrated Offender Management scheme are not as effective as they might be. The Force should aim to standardise its approach to offender management and evaluate the effectiveness of the way it uses the scheme.
- Whilst the Force has an effective way to oversee those suspects wanted for 'priority crimes' (such as burglary or violent crime) there is not the same level of scrutiny for those suspected of other crimes.

Freeing up time

- The Force has a relatively good understanding of demand and is taking steps to build on this.
- The Force is working towards developing a greater understanding of staff productivity.
- The Force is not able to identify the amount of savings in staff time that has been made as a result of changes introduced or new technology it has implemented.
- The use of mobile devices whilst on patrol is limited.

26. The majority of the findings are positive; the Force's response to the ones where changes are required will be considered together with all the recommendations from the national report and reported to your next available Sub-Committee.

Stop and Search Update

27. Previous reports to your Sub-Committee have outlined the remit of the original inspection, the recommendations made and the actions taken by the Force to address those recommendations (Pol 11/14 and 41/14 refer). The last report to your Sub-Committee attached the action plan to provide a comprehensive picture of the then current status of the actions.
28. None of the action plan was graded RED, although a number of actions had been graded AMBER. Progress against the majority of those actions was dependent on the introduction of the Home Secretary's proposals around a voluntary Code of Practice for Stop and Search. The Force signed up to the voluntary code in July and was one of the launch forces in the official national launch of the scheme, which took place on the 26th August 2014. Some of the key features of the proposals include:
- Forces will now record a broader range of stop and search outcomes (whether arrest, caution or any other outcome), and will show a link (or lack of one) between the object of the search and its outcome.
 - Members of the community can be provided with an opportunity to accompany officers on patrol to experience how stop and search is implemented on the street.
 - A reduction in the use of s.60 powers (where stop and search is used in the absence of any reasonable suspicion).
 - A policy change concerning complaints, requiring forces to explain to local community scrutiny groups how powers are being used where a number of complaints have been received.
29. All of the above will be implemented by November, which will effectively close the action plan as delivered. Progress against that deadline will be provided to your next Sub-Committee.
30. Since the last update to your Sub-Committee there has been one meeting of the Stop and Search Scrutiny Group. That group made the decision to commission a mini survey using 'twitter' to capture the views of people who have been stopped in the City or by the City of London Police. The survey will encourage them to share their experiences with a view to making improvements in how the Force conducts stops and searches in the future.

Future HMIC reports

31. A City of London-specific report regarding how well the Force is supporting the Strategic Policing Requirement is expected to be published imminently. (A draft has been received by the Force to comment on matters of factual accuracy, which usually precedes national publication).
32. Since your last Sub-Committee HMIC has completed the third inspection in the series examining Integrity and Corruption in the Police Service. Informal feedback has indicated that there are no significant areas of concern for the Force. A report is expected around November 2014.

33. An Interim Crime Inspection (supporting the Crime Pillar of the PEEL Assessments (see paragraph 17)) will take place on 15th September. The focus of the inspection will be victim care and effective crime investigation. Elements of the inspection are also likely to touch on Antisocial Behaviour and Stop and Search. An Interim PEEL assessment is due to be published in November 2014 and will draw on the results of Interim Crime Inspection, the Core Business Inspection and the Valuing the Police 4 Inspection.
34. Full assessments of all the reports will be made to your next available Sub-Committee following their publication.

Conclusion

35. 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 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 and scrutiny to drive completion of any outstanding actions.

Appendices:

Appendix A- Recommendations from the draft Crime Data Integrity Report.

Appendix B – Recommendations from the Making Best Use of Police Time Report.

Contact:

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APPENDIX A – RECOMMENDATIONS FROM THE CRIME DATA INTEGRITY REPORT

Recommendation 1

Chief officers should ensure all police officers and police staff have a clear understanding that the confidential reporting facility is available and can be used to report concerns in relation to crime-recording.

Recommendation 2

The force should ensure that a consistent and structured approach to call handling quality assurance processes in the force control room, and one that has NCRS at its core, is implemented.

Recommendation 3

The force should amend the procedure to transfer crimes to another force to include guidance on the transfer of evidential material.

Recommendation 4

The force should review the recording and quality assurance of the use of cannabis warnings to ensure they are only used in appropriate cases, are subject to effective supervisory oversight, and that the implications to the offender of accepting the warning are explained and recorded.

Recommendation 5

The force should ensure guidance is provided to officers and staff who are engaged in requesting or making no-crime decisions which clearly describes the standard of additional verifiable information required in order to authorise a no-crime in accordance with the NCRS.

Recommendation 6

The force should take steps to ensure frontline officers have an understanding of the guidance and their responsibilities, when dealing with reports of rape.

Recommendation 7

The force should review the standards and consistency of approach to crime recording within the force control room and, as soon as practicable after that date, implement improvements to ensure that victims always receive an appropriate service.

Recommendation 8

The force should develop and implement a standard approach which ensures effective frontline supervision of out-of-court disposals, with particular emphasis on the content and completion of community resolutions and PND records.

Recommendation 9

The force should introduce a structured regular audit plan, ensuring as far as is reasonably possible that the resources available to the FCR are sufficient to ensure full compliance with the HOCA and NCRS and the proper and timely operation of the audits. These should be subject to scrutiny through the performance management board.

Recommendation 10

The force should conduct a NCRS and HOCA training needs analysis. Immediately thereafter, it should introduce a tiered, co-ordinated training programme on NCRS and HOCA, prioritising personnel in roles which impact on quality, timeliness and victim focus. In particular, it should ensure the training is always made available to new personnel, including supervisors, during their induction to the control room.

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APPENDIX B

Recommendations from the Making Best Use of Police Time Report

Recommendation 1

Not later than 31 March 2015, the police service, through the national policing lead for crime prevention, should establish and implement a national preventive policing strategy and framework.

Recommendation 2

Not later than 31 March 2015, all forces' planning documents should contain clear and specific provisions about the measures forces will take in relation to crime prevention, in accordance with the published national preventive policing strategy and framework and in discharge of chief constables' duties under section 8 of the Police Reform and Social Responsibility Act 2011 to have regard to the police and crime plans of their police and crime commissioners.

Recommendation 3

By 31 March 2015, every force that does not have an adequate, force-wide problem-solving database should develop and start making use of one, to record, monitor and manage its neighbourhood problem-solving cases.

Recommendation 4

By 31 March 2015, all forces should ensure they are using their databases to track the progress and evaluate the success of actions taken in relation to each neighbourhood problem-solving case recorded on the database.

Recommendation 5

By 31 March 2015, each force should ensure that it is able to disseminate information and share good practice from its database throughout the force, as well as to local authorities and other relevant organisations involved in community-based preventive policing or crime prevention.

Recommendation 6

By 20 October 2014, the one force which has not already done so should adopt a sound force-level definition of a repeat victim of anti-social behaviour.

Recommendation 7

By 31 March 2015, all forces should ensure that their records clearly establish whether victims of crime and anti-social behaviour fall within the applicable definition of 'repeat victim', and that appropriate steps are taken to ensure that when repeat

victims call the police, the force's call-handlers have the means to establish immediately that the caller is a repeat victim.

Recommendation 8

Not later than 1 September 2015, all forces should provide and periodically refresh basic crime prevention training for officers and staff who come into contact with the public.

Recommendation 9

By 31 March 2015, all forces should ensure that crime prevention or disruption activity carried out is systematically recorded and subsequently evaluated to determine the effectiveness of tactics being employed.

Recommendation 10

Not later than 31 March 2015, those forces using a threat, harm and risk policy, that have not yet done so, should provide call-handlers with specific, sound and comprehensible criteria against which they can assess threat, harm and risk.

Recommendation 11

Not later than 1 September 2015, all forces should work with the College of Policing to establish as mandatory professional standards, service-wide definitions of vulnerable persons and repeat victims.

Recommendation 12

Not later than 31 March 2015, all forces should ensure that call-handlers are following the correct procedures to identify callers as vulnerable or repeat victims.

Recommendation 13

Not later than 31 March 2015, all forces should have in place adequate systems and processes to enable the accurate recording and monitoring of the deployment and attendance of officers and staff in response to all crime and incidents reported to them.

Recommendation 14

Not later than 31 March 2015, all forces should ensure that they have the ability efficiently and promptly to differentiate in their records their attendance to specific crime types, such as between burglary dwellings and burglary of other buildings.

Recommendation 15

Not later than 31 March 2015, all forces should establish and operate adequate processes for checking whether attendance data are accurate, including dip-sampling records.

Recommendation 16

By 1 September 2015, all forces should work with the College of Policing to carry out research to understand the relationship between the proportion of crimes attended and the corresponding detection rates and levels of victim satisfaction.

Recommendation 17

By 31 December 2014, all forces should ensure that PCSOs are not being used to respond to incidents and crimes beyond their role profiles, in respect of which they have no powers, or for which they have not received appropriate levels of training.

Recommendation 18

By 31 December 2014, all forces should produce clear guidance for officers and staff on what kinds of crimes and incidents need to be dealt with immediately and are not appropriate for resolution by way of appointment.

Recommendation 19

By 31 December 2014, all forces should ensure that where crimes or incidents are being dealt with by appointment, these are, to the greatest extent reasonably practicable, made for the convenience of the victim(s); and that appointments are never used in cases requiring immediate attendance.

Recommendation 20

Not later than 30 September 2015, all forces should ensure their officers and staff involved in investigation of crime over the telephone in call-handling centres, crime management units and telephone investigation units have received appropriate investigative training.

Recommendation 21

Not later than 31 March 2015, all forces should ensure that all crime reports have investigation plans that are being properly updated and supervised, whether these are for crimes that have been attended or those being resolved by desk-based investigation.

Recommendation 22

By 31 March 2015, all forces should have in place and be operating adequate systems which ensure that all crime reports are appropriately investigated before being filed.

Recommendation 23

By 31 December 2014, those forces with ineffective Integrated Offender Management arrangements should conduct reviews of their shortcomings to

establish the improvements which should be made. In each case, not later than 1 April 2015 the force should have drawn up an adequate improvement plan and made substantial progress in its implementation.

Recommendation 24

By 31 October 2014, all forces should ensure that they have adequate systems in place to record (a) the number of open unsolved crimes being investigated in relation to which there is a named suspect; (b) the number of people within their areas who have failed to answer police bail; and (c) the numbers of suspects about whom de

Recommendation 25

By 31 October 2014, all forces should ensure that effective monitoring procedures and systems are in place to enable police managers to track the progress being made with named suspects and ensure they are being pursued as quickly as possible.

Recommendation 26

All forces should work with the College of Policing to support its work to establish a full and sound understanding of the demand which the police service faces. Forces should understand what proportion of demand is generated internally and externally, and the amounts of time taken in the performance of different tasks. All forces should be in a position to respond to this work by 31 December 2014.

Recommendation 27

All forces should progress work to gain a better understanding of the demands they face locally, and be prepared to provide this to the College of Policing to establish good practice in this respect. All forces should inform HMIC of their progress on this matter through their annual force management statements.

Recommendation 28

By 31 March 2015, all forces should ensure they have the means to assess and better understand the workloads of their staff, and that officers and staff understand what is expected of them and how they will be assessed.

Recommendation 29

All forces should work with the College of Policing to continue with its work to establish a full and sound understanding of the nature and extent of the workload and activities of the police service. All forces should be in a position to respond to this work by 31 December 2015.

Recommendation 30

By 31 March 2015, those forces that have not already done so should conduct a review of the tasks currently being carried out by their police officers to establish which activities do not require warranted police powers and could be carried out by police staff.

Recommendation 31

By 31 March 2015, those forces without a mental health triage programme should carry out analysis to assess whether adopting such a programme would be cost-effective and beneficial in their particular areas. Where the analysis indicates this would be positive, all forces should work with their local mental health trusts to introduce such a programme by 1 September 2015.

Recommendation 32

All forces should work with the College of Policing to progress its work into how mental health cases and ambulance provision can be better managed. All forces should be in a position to respond to this work by 31 December 2015.

Recommendation 33

All forces should work with the College of Policing to progress the work it has taken over from the Reducing Bureaucracy Programme Board to establish opportunities where savings can be made. All forces should be in a position to respond to this work by 31 December 2015.

Recommendation 34

By 31 March 2015, every force should introduce a local bureaucracy reduction programme with a plan for quantifiable efficiency savings.

Recommendation 35

By 31 March 2015, all forces should begin monitoring how much officer and staff time has been freed up by the policies they have put in place to reduce bureaucracy, and establish how the force has used the extra time.

Recommendation 36

By 1 September 2015, all forces should conduct a review into their use of video and telephone conferencing and ensure that it is being used wherever appropriate.

Recommendation 37

By 1 September 2015, all forces should have in place, and thereafter implement to the greatest extent reasonably practicable, a sufficient and costed plan to progress

the development of mobile technology which prioritises the requirements of frontline officers and staff, and to achieve the objectives of the National Policing Vision 2016.

Recommendation 38

By 31 March 2015, the police service should establish sound arrangements for its co-operation with the Association of Police and Crime Commissioners, the College of Policing and (to the extent necessary) the Home Office to establish a national police information strategy which facilitates the most efficient and economical steps to ensure the greatest practicable accessibility of information (including its transmission and receipt) by police officers and others in or concerned with the criminal justice system.

Recommendation 39

With immediate effect, all forces should ensure that all ICT systems which they acquire or upgrade should comply with the highest practicable standards of interoperability.

Recommendation 40

With immediate effect, all forces should review their ICT design and procurement arrangements and ensure that every appropriate opportunity for efficiency and economy in ICT design and procurement which is provided by centrally-provided or centrally-co-ordinated agencies is taken.

Agenda Item 6

Committee(s): Police	Date(s): 16 th September 2014
Police: Performance and Resource Management Sub Committee	26 th September 2014
Subject: City of London Police: Risk Register Update	Public
Report of: Commissioner of Police Pol 60-14	For Information

Summary

The Force Strategic Risk Register has been reviewed as part of the quarterly assurance process maintained within the Force with notable amendments to the risks below. The full rationale for the changes is outlined in the Main Report.

- *SR 04: Underperforming as Lead Force for Economic Crime:* This risk has been reviewed by ECD re-evaluating the controls and causes to reflect the changing environment around economic crime, its *Impact* has been increased to Very High.
- *SR 05: Reduction in Staff Morale/Well-being:* This risk was reviewed by SMB in July where it was proposed the likelihood be raised to High to reflect the results of the recent staff survey.
- *SR 11: Delivery of Policing Plan Measures:* This risk has been assessed and the likelihood of it occurring has been increased to Medium.
- *SR 12: Loss of ECD external Funding Streams:* Impact was raised to Very High and Scoring increased to Amber.
- *SR 13: Department Staff Vacancies affecting ICT Business Continuity:* This risk was closed within the Force Strategic Risk Register to reflect that the Interim ICT structure is now managing this risk effectively and that any ICT staff issues will be picked up within SR 14.
- *SR 14: IT Business Continuity:* This risk remains unchanged but is now fully discussed as part of the Force Business Continuity Group considerations and a support in business continuity risk assessment is being produced to further enhance the management of this area.
- *SR 15: Delivery of IAMM (Information Assurance Maturity Model):* This risk was closed within the Force Risk Register and will be managed solely at the Directorate level.
- *SR 16: Impact of continued savings on Force capability:* This risk has been fully scored within the register and fully explored by the risk assurance group and SMB; its current assessment is Amber.
- *SR 17: Continued pressure on funding streams reducing overall Force budget:* The current assessment of this risk is Amber with the likelihood being raised to high after the August Risk Assurance Meeting.

- *SR 18: Vulnerability of Force IT network security being compromised:* This risk was raised to replace SR 15 and is reflected as Amber.
- *SR 19: Failure in Provision of Custody Services:* This is a new risk added to the register
- *SR 20: Policy approval and management process leaves the Force open to potential litigation:* This is a new risk added to the register relating to policies.

The Lead Member for risk, Deputy Doug Barrow was briefed and consulted on the updated risk profile on the 9th September 2014.

RECOMMENDATION

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

Main Report

Background

1. The Force Strategic Risk Register remains monitored on a quarterly basis by the Force Risk Assurance Group currently chaired by the Assistant Commissioner. The last meeting of this group took place on the 13th August where the risk profile of the Force was reviewed and the risk register was updated to reflect the discussions of the group. The risk profile presented within this document reflects discussions from the Risk Review Group held on 14th May, SMB review of the risk register on the 16th July and the last Risk Assurance Group meeting.

Current Position

2. In accordance with the City of London Corporation's responsibilities as a police authority, it is appropriate that your Committee is made aware of critical risks, which may impact on service delivery or performance, together with any plans to eliminate or mitigate critical risks, and the changing risk profile of the Force.
3. The Force has initiated a risk assurance process to provide oversight to the risk register cascade and to provide a forum for the Assistant Commissioner to actively question all risk registers within the Force and allow Directors to collectively assess their risks and control measures. This aims to provide a top-down and bottom-up approach to the management of risk within Force and has evolved to take into account the structural changes within the Force brought about as a result of City First Implementation.
4. The assurance meetings have taken place on a quarterly basis since the 3rd May 2011. The last meeting to be held was chaired by the Commander on the 13th August 2014, where the Force risk profile for 2014/15 was reviewed for the

second time in relation to the current set of performance measures and control assessments associated with each risk.

5. The Strategic Risk Register continues to be supported by a cascade of Directorate risk registers that are maintained and reviewed by Directors in support of the delivery of their portfolio business plans. Significant risks from Directors areas that they define as unmanageable by them alone are also discussed at the risk Review Group to add information, where appropriate, to the Force risk profile.
6. The position of the Force risks as at 27th August 2014 is detailed below:

Current Risk Profile August 2014

Risk Detail		Current Score ¹				Trend			Control Colour
Ref	Description	I	L	C	R M	I	L	C	
SR 01	Inadequate response to terrorism within the City	M	L	1	2	→	→	→	GREEN
SR 02	Reduction in public confidence in the Force as a result of terrorist attack against City	M	L	2	4	→	→	→	GREEN
SR 03	Inadequate management of a high profile event	VH	L	2	8	→	→	→	GREEN
SR 04	Underperforming as Lead Force for Economic Crime	VH	M	2	16	↑	→	↓	AMBER
SR 05	Reduction of staff morale/well-being	H	H	2	18	→	↑	→	AMBER
SR 09	Delivery of new Force Estate	H	H	1	12	→	→	→	GREEN
SR 11	Delivery of Policing Plan Priorities and Measures	M	M	2	8	→	↑	→	GREEN
SR 12	Loss of ECD external funding streams	VH	M	2	16	↑	→	→	AMBER
SR 14	IT Business Continuity	H	M	3	18	→	→	→	AMBER
SR 16	Impact of continued savings on Force Capability	H	M	3	18	→	→	→	AMBER
SR 17	Continued pressure on funding streams reducing overall Force budget	H	H	3	27	→	↑	→	AMBER

¹ Definitions for the Impact, Likelihood Control Score and Risk Matrix score can be found within Appendix 1 of this report.

SR 18	Vulnerability of Force IT network security being compromised	VH	M	2	16	NA	NA	NA	AMBER
SR 19	Failure in Provision of Custody Services	VH	M	3	24	NA	NA	NA	AMBER
SR 20	Policy approval and management process leaves Force open to potential litigation	H	H	3	27	NA	NA	NA	AMBER

Key: I: Impact. L: Likelihood. C: Control. RM: Risk Matrix Score (Full criteria contained within Appendix A)

Current Closed Risks August 2014

SR 06	Failure to contain expenditure within agreed budgets	CLOSED 14/08/12
SR 07	Increased dissatisfaction with quality & delivery of service to community.	CLOSED 04/03/13
SR 08	Adverse Impact of Jubilee, Torch Relay, Olympic & Paralympics Policing on Force capability.	CLOSED 21/11/12
SR 10	Delivery of Fraud Academy	CLOSED 28/11/12 To be managed at Directorate Level
SR 15	Delivery of IAMM (Information Assurance Maturity Model)	CLOSED 03/12/13 To be managed at Directorate Level
SR 13	Department Staff Vacancies affecting ICT Business Continuity	CLOSED 31/07/14 Reflecting SMB decision 16/07/14

- The position of each risk was discussed by the risk review group and a summary of the new developments in the risk profile is presented below for information.

New Risks

- For the 2014/15 Risk Register a number of new risks have been raised. The new risks for 2014 and their rationale for being included within the register is as follows:
- SR 18: Vulnerability of Force IT network security being compromised:** This risk was raised to replace SR 15 as the risk assurance group felt that the risk to the

Force was its IT infrastructure being compromised and not implementing IAMM, this reflected that the IAMM is actually a control to mitigate this risk.

10. **SR 19: Failure in Provision of Custody Services:** The Force custody facilities are open to inspection at any time and the welfare and satisfaction of the prisoners is a concern of this process. The Force needs to ensure it remains committed to providing adequate facilities that meet the needs of the Force and provide national standards for prisoners held within the unit.
11. Although the force is moving to a new accommodation model the current facilities need to be maintained and overseen as part of this transition and there is a risk that if short term spend and maintenance is not undertaken to address some issues then the Force could leave itself vulnerable in the use of the custody suite and this will impact on its operational capability and handling of prisoners within the City.
12. **SR 20: Policy approval and management process leaves the Force open to potential litigation:** Currently there are a large number of out of date policies on the Force intranet and the number increase each month. Although Directorates are responsible for their policy there is no oversight of this centrally.
13. Policy oversight use to be part of the planning process reviewed within Directorate plans as part of PMG, it was requested that this was removed from the report over a year ago as Directorates gave assurances this could be managed locally. However, the situation with policy remains that the Force has published both internally and externally a large number of out of date policies and there is no central impetus to review and maintain this Governance process within Force leaving the Force potentially vulnerable should a core policy area lapse. This position has now improved with the Quality of Service and EDHR Board providing oversight of Force policy review.

Amendments to existing risks

14. In addition to the new risks raised as part of the continued review of the risk register over the past six months there were amendments to the following risks within the register:
15. **SR 04: Underperforming as Lead Force for Economic Crime:** This risk has been reviewed by ECD re-evaluating the controls and causes to reflect the changing environment around economic crime, its Impact has been increased to Very High while the maturity of ECD controls has resulted in these now assessed as level 2, improving from level 3. Overall the risk is still scored as Amber but with an overall downward trend, reducing the risk matrix score from 18 to 16.
16. **SR 05: Reduction in Staff Morale/Well-being:** This risk was reviewed by SMB in July where the likelihood was proposed to be raised to High to reflect the current results of the staff survey. This risk was discussed in-depth at the August Risk Review Group where the Amber scoring was ratified.

17. **SR 11: Delivery of Policing Plan Measures:** This risk has been assessed and the likelihood of it occurring has been increased to Medium. This reflects the current financial climate and squeeze on policing services in the light that the Force continues to set challenging Policing Plan Measures.
18. **SR 12: Loss of ECD external Funding Streams:** As part of the risk review process this risk was debated in-depth at the Risk Assurance Group held on 13th August where its impact was raised to Very High and Scoring increased to Amber. This reflected the understanding that the reputation of the Force through loss of funding was the key here and this risk is linked closely to performance delivered through managing SR 04.
19. **SR 14: IT Business Continuity:** This risk remains unchanged but is now fully discussed as part of the Force Business Continuity Group considerations and a support in business continuity risk assessment is being produced to further enhance the management of this area.
20. **SR 16: Impact of continued savings on Force capability:** This risk has been fully scored within the register and fully explored by the risk assurance group and SMB; its current assessment is Amber. The Force will work over the course of the year to ensure the mitigations for this risk are developed as the Force meets the current funding challenges and monitor the impact this may have on the achievement of our Policing Plan Priorities.
21. **SR 17: Continued pressure on funding streams reducing overall Force budget:** As with the above risk, the Force is providing oversight to the challenge of managing its budget in the current financial climate and ensuring that the continued pressure on funding streams will be mitigated as part of the overall Force response to managing its long term budget. Any impact on funding reduction can then be cross referenced to capability and our current performance to pick up the impact of any reduction. The current assessment of this risk is Amber with the likelihood being raised to high after the August Risk Assurance Meeting.

Closed Risks

22. The closed risks within the register have been closed with the following rationale:
23. **SR 06: Failure to contain expenditure within agreed budgets:** CLOSED 14/08/12: This risk was closed based on the discussion held during the risk review group on 08/08/12. The group determined that this risk had remained scored low since being within the register and it was considered that managing the finance of the Force was business as usual. With the implementation of City First and the fact that the Force had always remained within budget the group determined that at that time the risk would be closed.
24. **SR 07: Increased dissatisfaction with quality & delivery of service to community:** CLOSED 04/03/13: This risk was discussed during the risk assurance group on the 05/02/13. It was agreed that this risk had been low for over a year and

should be considered as business as usual and there are no indications it is about to be realised. This risk was therefore formally closed.

25. **SR 08: Adverse Impact of Jubilee, Torch Relay, Olympic & Paralympics Policing on Force capability:** CLOSED 21/11/12: This was closed during the risk assurance group meeting held on 06/11/12 reflecting that the events covered by this risk had passed and there was no further risk to the Force.
26. **SR 10: Delivery of Fraud Academy:** CLOSED 28/11/12: The Fraud Academy risk was discussed in detail at the risk assurance group meeting held on 06/11/12. The result of the discussion was that while this remained a risk area, the impact was more on a Directorate level. ECD would therefore retain ownership of this risk within their Directorate Risk Register while the Force risk would be closed.
27. **SR 15: Delivery of IAMM (Information Assurance Maturity Model):** CLOSED 03/12/13: This risk was discussed by the risk review group and closed within the Force Risk Register so that it could be managed solely at the Directorate level. It was determined that the risk facing the Force was actually around IT security and a new risk was raised through I&I to cover this aspect with the IAMM being mitigation against this occurring.
28. **SR 13: Department Staff Vacancies affecting ICT Business Continuity:** CLOSED 31/07/14: ICT have undertaken a number of short term measures to put in place contract agreements to cover vacancies while the Force implements the new IT strategy. This risk was reviewed by SMB in July and as a result closed within the Force Strategic Risk Register to reflect that the Interim ICT structure is now managing this risk effectively and that any ICT staff issues will be picked up within SR 14. This decision was further endorsed by the Risk Assurance Group meeting held on 13th August.
29. All closed risks are reviewed at each meeting of the risk review group to assess if circumstances have changed and they need to be re-opened.

Other significant implications

30. Robust implementation of risk management ensures the Force can address the barriers and opportunities it faces so that it continues to comply with all of its obligations, statutory and non-statutory.

Consultation

31. The Lead Member for risk, Deputy Doug Barrow was briefed and consulted on the updated risk profile on the 9th September 2014.

Conclusion

32. The risk profile of the Force is continually reviewed and updated quarterly by the Force Risk Assurance Group. The Police Committee are kept informed of the Force Risk Profile twice a year to ensure they are briefed of new and emerging

risks and any significant change in existing risk scores as part of the Force's assessment of its own risk profile.

Contact:

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Committee(s): Police: Performance and Resource Management Sub-Committee	Date(s): 26 th September 2014
Subject: 1 st Quarter Performance against Targets in the Policing Plan 2014-17	Public
Report of: Commissioner of Police Pol 64/14	For Information
<p>Summary</p> <ol style="list-style-type: none"> 1. This report summarises performance against the Policing Plan 2014-17 for the first quarter of the 2014-15 financial year. 2. At the end of June 2014, of the 19 policing plan targets, 10 were on track to be achieved, 5 will be achieved with additional effort, 3 are graded WHITE (1 awaiting data, 2 where gradings are not appropriate) and 1 target has been graded RED, indicating it will not be achieved. 	
1.1.1a Ensure that at least 90% of people surveyed consider the City of London Police is prepared and capable of policing the terrorist threat effectively	GREEN
1.1.1b Deploy intelligence led, high visibility policing operations to counter the terrorism threat and reassure the public	AMBER
1.2.1a Support the City of London Corporation's casualty reduction target through enforcement and education activities, particularly with regard to pedal cycles	GREEN
1.2.1.b Increase the number of uninsured vehicles seized and unlicensed drivers apprehended compared to 2013-14	GREEN
1.3.1a Meet all national requirements for public order mobilisation to support the SPR	GREEN
1.3.1b Ensure that at least 90% of those surveyed are satisfied with the information received in relation to pre-planned events and with how those events were ultimately policed	GREEN
1.4.1a Reduce levels of victim-based violent crime compared to 2013-14	AMBER
1.4.1b Reduce levels of victim-based acquisitive crime compared to 2013-14	GREEN
1.4.1c Measure victims' satisfaction with the outcome of their crime	WHITE
1.5.1a Reduce the number of antisocial behaviour incidents compared to 2013-14	AMBER
1.5.1b Ensure that at least 90% of those reporting antisocial behaviour are satisfied with the service provided by the police	AMBER
1.6.1a Ensure that at least 90% of victims of fraud investigated by CoLP are satisfied with the service provided	WHITE
1.6.1b Ensure that City fraud crime investigated by ECD results in a positive action whether through offender disposal, prevention or disruption	GREEN
1.7.1a Increase by 20% the number of investigators trained by the Fraud Academy compared to 2013-14	GREEN
1.7.1b Increase the number of high priority OCGs using fraud disrupted through national partnerships with national law enforcement agencies	WHITE
1.7.1c Increase the value of fraud prevented through interventions compared to 2013-14	GREEN

1.7.1d Ensure that at least 90% of victims are satisfied with the Action Fraud reporting service	GREEN
1.8.1a Ensure that at least 90% of victims of crime are satisfied with the service provided by CoLP	RED
1.8.1b Ensure at least 85% of City street population surveyed consider the police in the City of London are doing a good or excellent job	AMBER
<p style="text-align: center;">Recommendation</p> <p>It is recommended that your Sub Committee receives this report and notes its contents.</p>	

Main Report

Background

1. This report presents Force performance against the targets and measures published in your Committee's Policing Plan 2014-17 for the first quarter of the 2014-15 financial year (1st April 2014 – 30th June 2014). All relevant performance information is contained within Appendix 'A' with only those areas where targets were not achieved appearing in the body of the report itself.
2. As previous reports, this performance report includes a brief overview of Force performance that is not covered by specific targets.
3. The traffic light system used to assess performance is as follows:
 - GREEN – target is on track to be delivered by the due date
 - AMBER – additional work is required to achieve the target by the due date
 - RED – the target will not be met by the due date.
 - WHITE – RAG gradings not applicable or no data available.

Where the traffic light used is outside of the above definitions, reference is made to the fact on the individual measure.

Current Position

Overview of Force Performance

4. A comparison with the same period in 2013-14 shows that between 1st April and 31st March 2014:

- Total victim-based crime (which includes violence against the person, sexual offences, robbery, burglary, theft and criminal damage) stood at 1068 offences, compared to 1208 offences at the same point last year, a reduction of 11.6% (140 fewer crimes).
 - Crimes against statute, which includes drugs offences, possession of weapons, public order offences and 'miscellaneous crimes against society'¹, rose slightly to 200 crimes compared to 192 at the same point last year. There were 13 more drugs offences and 3 more possession of weapons offences. Those increases were offset by reductions in public order offences (2 fewer) and miscellaneous crimes against society (6 fewer).
 - At the end of June 2014, total notifiable crime was down by 9.4% or 132 fewer offences (1268 crimes compared to 1400 last year).
5. In addition to those items reported in the previous three quarterly reports, notable Force achievements and activities during the first three months of the financial year include:
- The Force became the official host of Action Fraud, the national fraud and cyber crime reporting centre. It is now closely allied to the National Fraud Intelligence Bureau to provide a coordinated end to end service for the victims of fraud.
 - The perpetrator of a £15m bank fraud against the Royal Bank of Scotland was jailed for 8 years at Southwark Crown Court. Thirteen other members of the gang had already received prison sentences totalling 53 years.
 - Fraudsters who made millions of pounds persuading hundreds of elderly people to invest in worthless plots of land and 'carbon credits' each received 4 years and 8 months prison sentences.
 - The Police Intellectual Property Crime Unit marked World Intellectual Property Day by announcing that during the time it had been in operation (since September 2013), the Unit had suspended 2500 websites selling counterfeit goods.
 - The Force introduced a major upgrade to the Automated Number Plate Recognition (ANPR) system to incorporate the latest digital hardware. 17 marked police vehicles are now equipped with video and mobile ANPR.
 - A thief who had spent 3 months on a bike theft spree across the City of London was sentenced to 3 years imprisonment at the Central Criminal Court in June.

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

Target Performance

6. **1.1.1b – To deploy intelligence led, high visibility policing operations to counter the terrorist threat and reassure the public.** This target has been graded AMBER to the end of June 2014 based on the fact that the number of hours of counter terrorism-specific operations delivered was less than tasked. This is due to the fact that a 'notional' average has been used as the basis of hours tasked. It is recognised that this does not provide an accurate assessment of hours delivered against those actually tasked, therefore future reports to your Sub Committee will provide that information, instead of the average hours tasked currently within the plan.
7. **1.4.1a – Reduce levels of victim based violent crime compared to 2013-14.** Although the Force ended the first quarter having recorded a 6.1% reduction (10 fewer crimes) compared to last year and is therefore technically within the target, this has been graded AMBER because it is accepted that without sustained additional effort, this target will be difficult to achieve by the end of the year. Predictions based on the current 12 rolling month trend suggests the Force could end the year recording a 4.8% increase. Tackling victim based violent crime remains a core focus of operational activity and performance, together with tactical options are fully considered at Performance Management Group to maintain the momentum of activity that it is hoped will deliver this target by the end of this financial year.
8. **1.5.1a Reduce the number of antisocial behaviour incidents compared to 2013-14.** This target has been graded AMBER because the Force ended the third quarter with exactly the same level of incidents as last year at the same point and has not, therefore, as yet recorded a reduction. However, at this stage of the year, this is not unduly worrying and by maintaining the focus on partnership work to tackle anti-social behaviour, the Force expects to be able to achieve this target by year end.
9. **1.5.1b Ensure that at least 90% of those reporting antisocial behaviour are satisfied with the service provided by the police.** The Force narrowly missed achieving this target at the end of the quarter, recording 88.9% satisfaction (24 of 27 respondents satisfied, 2 dissatisfied and 1 neither satisfied nor dissatisfied). Performance levels against this target over the past 2 years (often exceeding 90%) indicate that this target will also be met by the end of 2014-15.
10. **1.6.1a Ensure that at least 90% of victims of fraud investigated by the City of London Police are satisfied with the service provided.** This target has been marked WHITE (no data available).The company engaged to complete this survey on the Force's behalf refined the questions being used to distinguish specific aspects of a victim's 'journey' through the criminal justice process. This resulted in the first quarter survey being distributed much later than planned. Performance against this target will be reported to your next available Sub Committee.

11. **1.8.1a Ensure that at least 90% of victims of crime are satisfied with the service provided by the police.** At the end of the first quarter this target has been graded as RED which means that it is highly unlikely it will be met, even by the end of the financial year. The first quarter survey recorded an overall satisfaction level of 81.7% (147 of 180 respondents). To achieve this target the Force would have to record at least 93% for the next 3 quarters, a level that has not been achieved at any point over the past 3 years. Despite this fact, the Force is undertaking a series of actions to achieve as close to the target level as possible. One of the things the Force is doing immediately is exploring with the survey company the possibility of increasing the sample size of the survey. Whilst this would have a financial implication, it would go some way to mitigate the disproportionate effect that variations to low numbers have on percentage levels. The Force will also be focussing on victims of bicycle thefts, who are the most dissatisfied group of victims, mainly through managing victims' expectations of what action the Force can reasonably take.
12. **1.8.1b Ensure that at least 90% of the street population surveyed believe the police in the City of London are doing a good or excellent job.** This target has been graded AMBER indicating additional work will be required to meet the target. As the antisocial behaviour target at paragraph 9, this is an uncharacteristically low level for the Force to record as the usual levels are around 90% or above. Members will be aware that as this is a street survey, anyone can be approached. Some will not have had any interaction with the Force, others inevitably bring wider experiences of the police service (from their home forces) to bear in their responses, even though every effort is made to make clear responses should only be made in relation to the City of London Police. Work is ongoing to review all survey work conducted by the Force, which will also make recommendations in to changes that might improve street surveys for the future.

Conclusion

13. The Force has ended the first quarter with strong performance across the broad range of indicators. However, the principal concern at this stage of the year is around levels of satisfaction. The issue has been identified as one that requires remedial action, which the Force is addressing through its Performance Management Group.

Background Papers:

- **Appendix 'A' Performance Summary**

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APPENDIX A – PERFORMANCE SUMMARY FOR 1st APRIL – 30th JUNE 2014-15

PERFORMANCE INDICATOR: 1.1.1. Protect the City of London from terrorism and extremism												
TARGET	1.1.1a. To ensure that at least 90% of people surveyed consider the City of London Police is prepared and capable of policing the terrorist threat effectively											
TARGET OWNER	Crime Investigation Directorate											
AIM/RATIONALE	Measure carried forward from 2013-14. This target was first adopted in 2013-14 to build on a former measure that focused purely on attendees at Griffin ² and Argus ³ events. The Force always performed well against that target, so it was proposed to expand it to incorporate the views of a broader audience. This measure will highlight what work needs to be done to ensure that the community feels reassured that the Force is capable and prepared to deal with the threat from terrorism.											
DEFINITIONS	Engagement: A Prevent engagement is any activity or interaction with the community where Prevent is either the primary theme or forms a significant part of a wider related theme.											
BASELINE	94.45% was achieved in 2013/14.											
MEASUREMENT	By survey (following each GRIFFIN/ARGUS event) and quarterly street surveys. The quarterly percentage average will be the Argus/Griffin percentages added to the Street Survey Percentage.											
DATA SOURCE	CT Section to supply GRIFFIN/ARGUS survey results monthly; PIU to supply street survey results quarterly											
TRAFFIC LIGHT CRITERIA	GREEN: Target being met or will be met (as an average) at the end of the year AMBER: 80% - 89% (state what additional work required) RED: <80% or target not met or unlikely to be met at year end (This is based on an amalgamation of both survey figures, based on respondent numbers)											
TRAFFIC LIGHT	GREEN											
CURRENT POSITION												
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Number Griffin Attendees	62	53	58									
Percentage consider Force capable	99%	100%	96%									
Number Argus Attendees	20	12	41									
Percentage consider Force capable	100%	100%	100%									
Street Survey (Quarterly)			90%									
Quarterly Average			95%									

² **Project Griffin** is an internationally renowned partnership project that brings together the Police and private security guards to provide awareness and protective security to prevent and prepare for the consequences of terrorist incidents. It is widely accepted as good practice and has recently been adopted nationally by the National Counter Terrorism and Security Office (NaCTSO). It is a key tactic in the Force's objective of keeping the City safe from terrorism

³ **Project Argus (Area Reinforcement Gained Using Scenarios)** is a NaCTSO initiative which aims to help businesses to prevent, prepare for, handle and recover from a terrorist attack

****NB****

1. The question asked of Griffin and ARGUS attendees states: “After attending Project Griffin/ARGUS I am confident in the City of London Police’s ability to deal effectively with a terrorist or major incident” rather than the form of words used above, with ‘Agree’ and ‘Strongly Agree’ answers contributing to a positive score.

STREET SURVEY QUARTER 1 DATA

Q1: 90% (144/160) had confidence in the CoLP’s ability to effectively police counter terrorism

PERFORMANCE INDICATOR: 1.1.1. Protect the City of London from terrorism and extremism												
TARGET	1.1.1b. To deploy intelligence led, high visibility policing operations to counter the terrorism threat and reassure the public											
TARGET OWNER	Uniform Policing Directorate											
AIM/RATIONALE	This measure is carried forward from 2013-14. It ensures that sufficient deployments are delivered appropriate to the threat level and that the public feel reassured that the Force is able to protect the City against the terrorist threat											
DEFINITIONS	Intelligence led, high visibility policing operation: deployments which are based on a number of factors, including specific and/or generic threat reporting, previously identified activity (including hostile reconnaissance (op Lightning) reports, potential target areas or premises (including CNI and iconic sites). The high visibility aspect relates to overt policing tactics that are designed to detect and/or deter criminal activity whilst also providing reassurance to the public.											
BASELINE	1635 hours per calendar month											
MEASUREMENT	(1) To be assessed against the number of hours tasked to CT options and the number of hours delivered (2) CT Measure 1 will be used to assess the extent to which the public feel reassured (3) Narrative details of operations supplied by UPD											
DATA SOURCE	UPD Spreadsheet											
TRAFFIC LIGHT CRITERIA	GREEN: Hours delivered met or exceed those tasked AMBER: Between 90% and 99% of hours tasked delivered RED: Fewer than 90% of hours tasked delivered											
TRAFFIC LIGHT	AMBER											
CURRENT POSITION												
Month	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Hours tasked	1635	1635	1635									
Hours delivered	1645	1428*	1492*									
Traffic Light for Month	GREEN	AMBER	AMBER									
*This figure does not include dedicated E1 patrols (2922hrs – total would actually be – 4414 hours)												
Specific hours delivered: Behaviour Detection Officer Operations – 1420 hrs / E1 Entry points – 24 hrs / E2 Armed Patrols – 539 hrs												
Note: The hours tasked included to date have been derived from an average of taskings over the previous year. It has been decided that a more accurate assessment of this measure is to use the actual number of hours tasked instead of a notional average. This will be done from August onwards.												

PERFORMANCE INDICATOR: 1.2.1. Improve Road Safety	
TARGET	1.2.1a. To support the City of London Corporation's casualty reduction target through enforcement and education activities, particularly with regard to pedal cycles
TARGET OWNER	Uniform Policing Directorate
AIM/RATIONALE	This measure is carried forward from 2013-14 , however, it has been slightly amended to incorporate a focus on pedal cyclists. City of London's KSI target is to reduce the number of persons killed or seriously injured in RTCs to a three year rolling average of 24.7 by 2020. The aim of this measure is to support the City in achieving that target through enforcement and education activities.
DEFINITIONS	An enforcement/education activity is defined as any activity aimed at road users (drivers, cyclists, pedestrians) which is intended to educate road users for better or more responsible road use or is intended to enforce the law. Examples include Operations Atrium and Giant.
BASELINE	Not applicable
MEASUREMENT	Assessed against delivery plan, reported to PMG monthly. Additionally, KSI figures from City of London Corporation will indicate whether this measure is succeeding, together with success in the following policing plan targets, SF2.
DATA SOURCE	UPD (for details of activities) and PIU (CRS database)
TRAFFIC LIGHT CRITERIA	GREEN: Planned operations delivered AMBER: Between 90% and 99% of operations delivered RED: Fewer than 90% operations delivered
TRAFFIC LIGHT	GREEN
CURRENT POSITION	
Operation	Details
Cycle marking	26 cycle marking events including 'The Day of Action' (497 marked). Total number cycles marked since April to date, 2344. (1989 bikes marked in 2013) 4866 leaflets given out during the marking events.
Capital Cycle Safe	2 operations during April and May 2014 Tickets issued 126 and 108, total 234. Attended road shows, 103. Next enforcement period Sep 13th to 24th, road show at Dowgate fire station on the 25th.
Exchanging Places events and Presentations	The number of persons sitting in a Large Goods vehicle from April to date; 455 Number of EP events; 10 Number of presentations; 4. Skanska (all City Sites), Cross Rail, Centre Point (Ropemaker St), Nomura International and 88 Wood Street.
Vehicle Seizure operations	April to date, Vehicles seizures; 32 Process; 10

	EFPN; 69 NEFPN; 35 PNC checks during op Giant conducted by control; 7852
Other vehicle operations	This data is for May and June Vehicles stopped; 73 Prohibitions; 50 EFPN; 3 NEFPN; 3
ASL	Survey parameters Locations; three junctions B/Gate North & South bound, Moorgate Nth/Sth, Aldersgate Sth Long Ln Est Dates; 10 days in April, 1 in June Total number of surveys 11 Times; 07:30 to 10:00 and 16:00 to 18:30. Survey data is being analysed. 32118 vehicles counted, 3084 light phases and 27 other parameters recorded.

People killed or seriously injured in RTC: **TABLE PRESENTED FOR INFORMATION PURPOSES ONLY**

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	FYTD
2013/14	3	4	6	10	3	3	6	10	4	3	3	6	23
2014/15	6	8	4										20

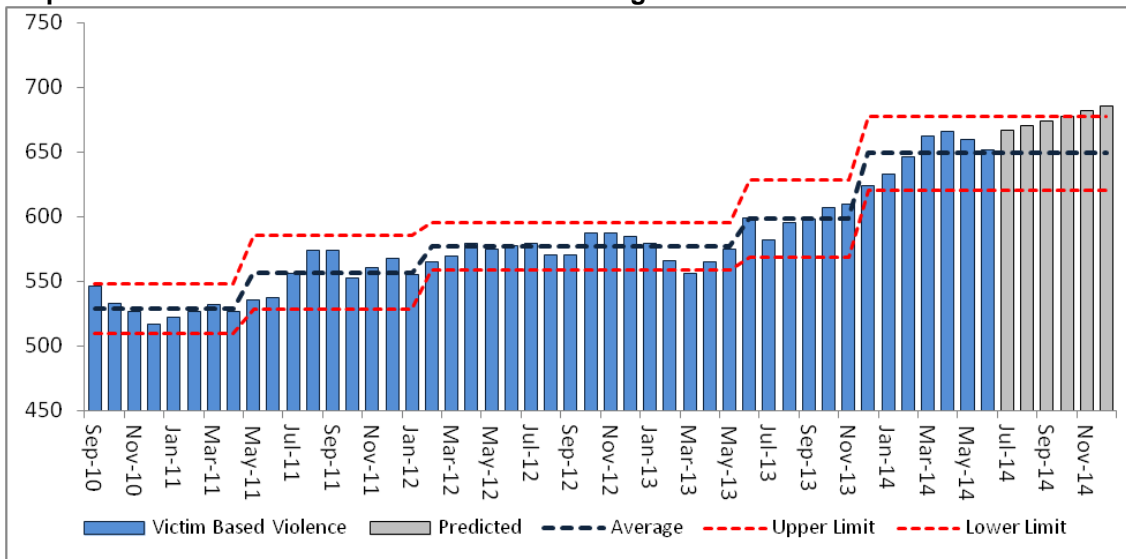
PERFORMANCE INDICATOR: 1.2.1. Improve Road Safety							
TARGET	1.2.1b. To increase the number of uninsured vehicles seized and unlicensed drivers apprehended compared to 2012-13						
TARGET OWNER	Uniform Policing Directorate						
AIM/RATIONALE	This measure is carried forward from 2013-14. By targeting uninsured and unlicensed vehicles and impounding them, the Force is reducing the potential risk of those vehicles being involved in incidents. It could also act as a deterrent to uninsured drivers travelling to or through the City of London. Those road users that are prepared to flout these laws are likely to engage in other criminality, and by targeting them the Force has an opportunity to make an impact on crime in general.						
DEFINITIONS	N/A						
BASELINE	498 was achieved in 2013/14						
MEASUREMENT	Monthly based on number of vehicles seized and drivers apprehended						
DATA SOURCE	UPD (information not available centrally)						
TRAFFIC LIGHT CRITERIA	GREEN: Target being or likely to be met AMBER: Target will not be met without additional work RED: Target will not be met						
TRAFFIC LIGHT	GREEN						
CURRENT POSITION							
Month	No Insurance	Ins & No D/L	No D/L	Other	Monthly Total	2014/15 Total	2013/14 Total = Target
April	17	4	2	14	37	37	27
May	18	4	3	7	32	69	69
June	22	2	5	6	35	104	109
July							145
August							184
September							216
October							273
November							304
December							347
January							401
February							442
March							498

PERFORMANCE INDICATOR: 1.3.1. Respond effectively to public disorder												
TARGET	1.3.1a. To meet all national requirements for public order mobilisation in support of the Strategic Policing Requirement											
TARGET OWNER	Uniform Policing Directorate											
AIM/RATIONALE	This measure is carried forward from 2013-14. To protect the City effectively the Force requires that a number of suitably trained and equipped officers can be deployed to deal with public order incidents, at a variety of levels: this can range from local specialist support around 'night time economy' venues to large-scale pan-London events.											
DEFINITIONS	National Requirement: Two Level 2 PSUs (1 Insp, 3 sergeants and 21 PCs), the first to be deployed within 4 hours, the second, within 24 hours. There is no national definition relating to duration of deployments, the Force stipulates 24 hours for both PSUs. Locally, the Force has decided to maintain 3 PSUs to support its national requirement.											
BASELINE	3 PSUs (= 3 inspectors, 9 sergeants and 63 PCs) The Force has managed to maintain these levels throughout 2014 to date.											
MEASUREMENT	HR to report monthly on the number of officers trained to Public Order levels 1/2. Call out testing to be completed twice during the year.											
DATA SOURCE	HR (number of officers trained – not available from central systems) UPD (details of mobilisation – not available from central systems)											
TRAFFIC LIGHT CRITERIA	GREEN: Appropriate numbers of trained officers AMBER: Target will not be met without additional training RED: Target will not be met											
TRAFFIC LIGHT	GREEN											
CURRENT POSITION												
	Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15
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									
<i>Sergeants</i>	5 / 11	5 / 11	5 / 11									
<i>PCs</i>	32 / 68	32 / 68	32 / 68									
Traffic Light	GREEN	GREEN	GREEN									
Telephone Mobilisation – Next due September 2014												

PERFORMANCE INDICATOR: 1.3.1. Respond effectively to public disorder	
TARGET	1.3.1b. To ensure that at least 90% of those surveyed are satisfied with the information provided to them about large scale, pre-planned events, and with how those events were ultimately policed
TARGET OWNER	Uniform Policing Directorate
AIM/RATIONALE	This measure is carried forward from 2013-14 , although the level has been increased from 85% to 90% and satisfaction with how an event was actually policed has been added. The purpose of the measure is to promote community satisfaction and effective engagement and highlight where improvements might need to be made. The two events used to assess the current measure were Baroness Thatcher’s funeral and the G8 conference, recording respectively satisfaction levels of 93% and 87%. 90% is, therefore, a suitably challenging target, especially when it is considered that the additional factor of satisfaction post the event has been added and for which there is no current baseline.
DEFINITIONS	Event: For the purposes of this measure, an “event” is defined as one where multiple Police Support Units (PSU) or serials are deployed and a “Bronze Community” is in place with a tactical plan to coordinate engagement with residents and businesses
BASELINE	90% of residents/businesses satisfied with information received
MEASUREMENT	Results from VOCAL and iModus surveys
DATA SOURCE	UPD (information not available from central systems)
TRAFFIC LIGHT CRITERIA	GREEN: Target being or likely to be met AMBER: Target will not be met without additional work RED: Target will not be met
TRAFFIC LIGHT	GREEN
CURRENT POSITION	
<p>Events for July 2014.</p> <ol style="list-style-type: none"> 1. 350th Anniversary – Royal Marines (July 14) – 94% satisfaction (target is 90%) 2. Tour de France – Satisfaction survey withdrawn as this was a Metpol led event. <p>Future events to be included in satisfaction surveys will include:</p> <ol style="list-style-type: none"> 3. Pre planned and spontaneous protests at the Central Criminal Court 4. Tour of Britain cycling event (Sept 14) 5. Any other major protests 6. Smithfield Meat market Christmas campaign. 	

PERFORMANCE INDICATOR: 1.4.1. Reduce Crime												
TARGET	1.4.1a. To reduce levels of victim-based violent crime compared to 2013-14											
TARGET OWNER	Uniform Policing Directorate											
AIM/RATIONALE	<p>This measure is carried forward from 2013-14. It supports local and national priorities to reduce crime; an analysis of crime in the City shows that the two crime categories which represent the greatest harm to the City community and the greatest volume of crimes are victim-based violent crime and victim-based acquisitive crime respectively. By targeting these two areas the Force is impacting on the two main categories of volume crime committed in the City. Over the course of 2013, achieving this target has been extremely difficult; it is very unlikely that the Force will meet the target by the end of the current performance year. A reduction on 2013-14 levels is, therefore, considered suitably challenging.</p>											
DEFINITIONS	Categories of crime constituting victim based violent crime: violence with injury; violence without injury, sexual offences and robbery.											
BASELINE	665											
MEASUREMENT	Monthly based on recorded crime statistics											
DATA SOURCE	Performance Information Unit (Strategic Development)											
TRAFFIC LIGHT CRITERIA	GREEN: Target being or will be met AMBER: Target will not be met without additional work RED: Target will not be met											
TRAFFIC LIGHT	AMBER											
CURRENT POSITION												
Victim Based Violence	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2013-14 (month)	51	49	63	36	54	50	60	59	69	51	58	65
2014-15 (month)	55	45	55									
Change (month)	4	-4	-8									
	7.8%	-8.2%	-12.7%									
2013-14 (YTD)	51	100	163	199	253	303	363	422	491	542	600	665
2014-15 (YTD)	55	100	155									
Change (YTD)	4	0	-8									
	7.8%	0.0%	-4.9%									
YTD Target	55	111	166	221	277	332	387	443	498	553	609	664
Variance from Target	0	-11	-11									
Average Required	55	55	56	56	56	56	56	56	56	56	56	56
2013/14 figures are the figures extracted from UNIFI on the 01/04/2014												

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



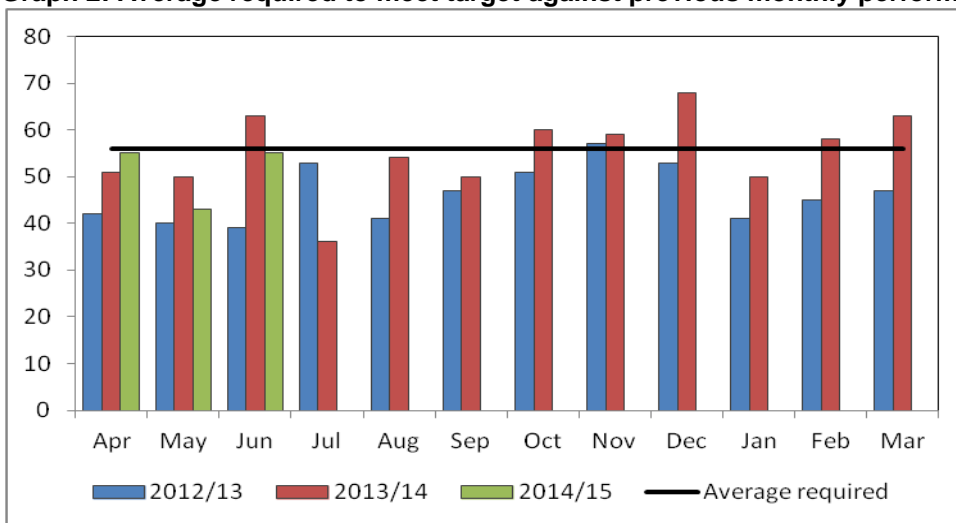
At the end of the first quarter the Force was showing a 6.1% (-10) reduction in victim based violence compared to last year. The force has recorded 155 crimes over the quarter, 11 fewer than the YTD target.

Predictions based on the current 12 rolling month trend suggest the force will end the year with 697 offences, an increase of 4.8% (+32) (hence the AMBER grading). The end of year prediction is increasing becoming more positive (Apr: +21.5%, May: +14.6%).

Victim based violence is starting to show a reducing trend (May 14 and Jun 14 on graph 1).

There are reductions in Violence with Injury (-12.8%), and Violence without Injury (-4.5%). However sexual offences are showing an increase of 36.4% (+4).

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



April - June 2014

Violence with injury: 75
 Violence without injury: 63
 Sexual Offences: 15
 (2 historical allegations. 2 rapes)

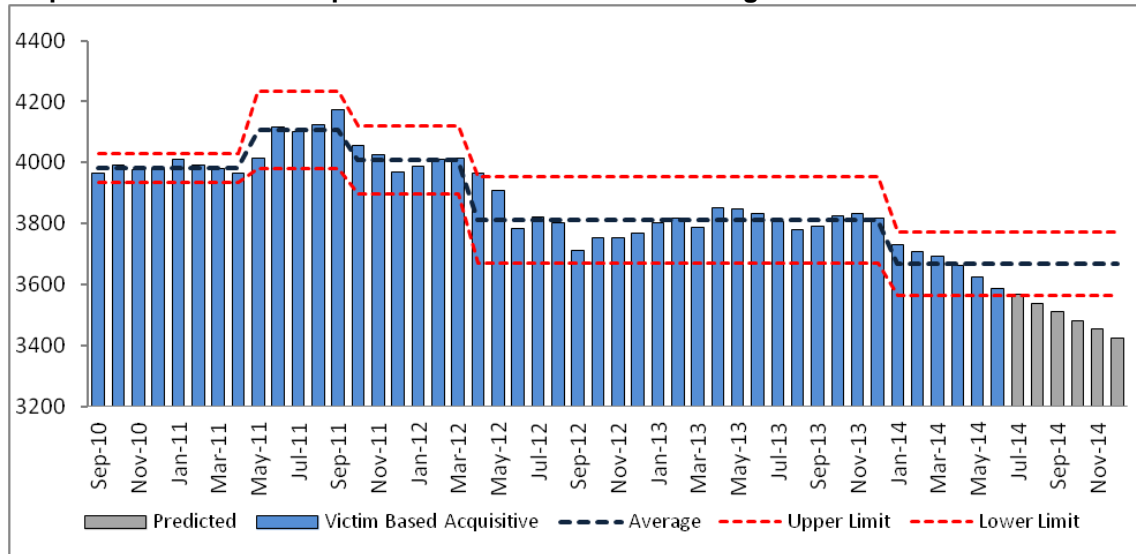
55 crimes were recorded in June, 8 fewer than the same month last year.

56 offences can be recorded each month until March 2015 to achieve an end of year crime reduction (graph 2). The target remains amber as the 2013/14 monthly average was 55 crimes per month. This means the force needs to remain vigilant to achieve the target.

PERFORMANCE INDICATOR: 1.4.1. Reduce Crime												
TARGET	1.4.1b. To reduce levels of victim-based acquisitive crime compared to 2013 -14											
TARGET OWNER	Crime Investigation Directorate											
AIM/RATIONALE	<p>This measure is carried forward from 2013-14. As the previous target, it supports local and national priorities to reduce crime; an analysis of crime in the City shows that the two crime categories which represent the greatest harm to the City community and the greatest volume of crimes are victim-based violent crime and victim-based acquisitive crime respectively. By targeting these two areas the Force is impacting on the two main categories of volume crime committed in the City. Whilst the Force might achieve this target by the end of March, current indications are that a 1.7% rise might be recorded. As with violent crime, therefore, a reduction on 2013-14 levels is considered a suitably challenging target.</p>											
DEFINITIONS	Categories of crime constituting victim based acquisitive crime: robbery, vehicle crime and theft											
BASELINE	3699											
MEASUREMENT	Monthly based on recorded crime statistics											
DATA SOURCE	Performance Information Unit (Strategic Development)											
TRAFFIC LIGHT CRITERIA	GREEN: Target being or likely to be met AMBER: Target will not be met without additional work RED: Target will not be met											
TRAFFIC LIGHT	GREEN											
CURRENT POSITION												
Victim Based Acquisitive	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2013-14 (month)	345	313	319	344	287	281	346	305	257	252	308	342
2014-15 (month)	313	274	284									
Change (month)	-32	-39	-35									
	-9.3%	-12.5%	-11.0%									
2013-14 (YTD)	345	658	977	1321	1608	1889	2235	2540	2797	3049	3357	3699
2014-15 (YTD)	313	587	871									
Change (YTD)	-32	-71	-106									
	-9.3%	-10.8%	-10.8%									
YTD Target	308	616	925	1233	1541	1849	2157	2465	2774	3082	3390	3698
Variance from Target	5	-29	-54									
Average Required	308	306	310	314	314	314	314	314	314	314	314	314

2013/14 figures are the figures extracted from UNIFI on the 01/04/2014

Graph 1: Victim based acquisitive crime based on 12 rolling month data



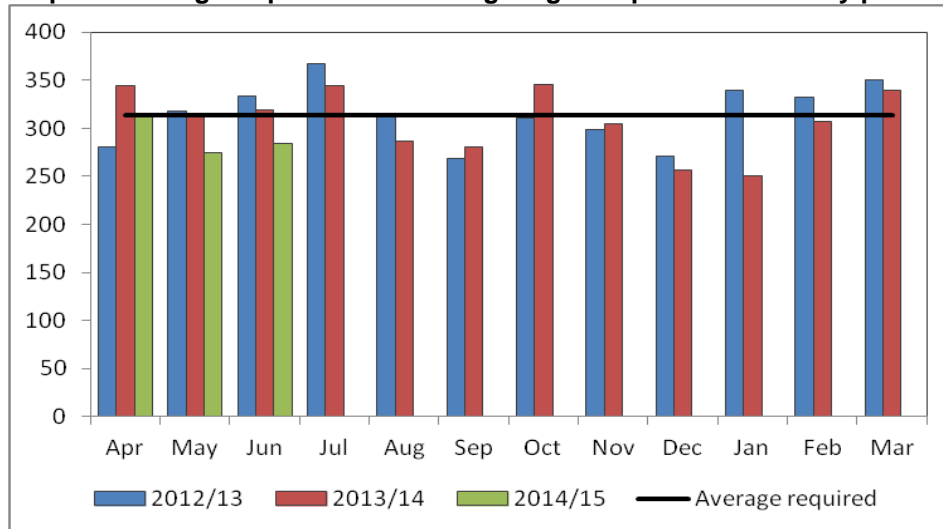
At the end of June, the Force was showing a 10.8% (-106) reduction in victim based acquisitive crime compared to last year. The 871 crimes had been recorded over the quarter, 54 fewer than the YTD target.

284 crimes were recorded in June 2014 compared to 319 in the same month last year, a reduction of 35.

The force continues to see a reducing trend (graph 1). Predictions based on the current 12 rolling month trend suggest the force will end the year with 3,340 offences, a reduction of -9.7%.

314 offences can be recorded each month until March 2015 to achieve an end of year crime reduction. Graph 2 shows that this level was only exceeded in July (344), October (346) and March (342).

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



Burglary (-27.6%), Shoplifting (-20.4%), Theft from Person (-33.3%) and All Other Theft Offences (-8.7%) continue to see reductions compared to last year.

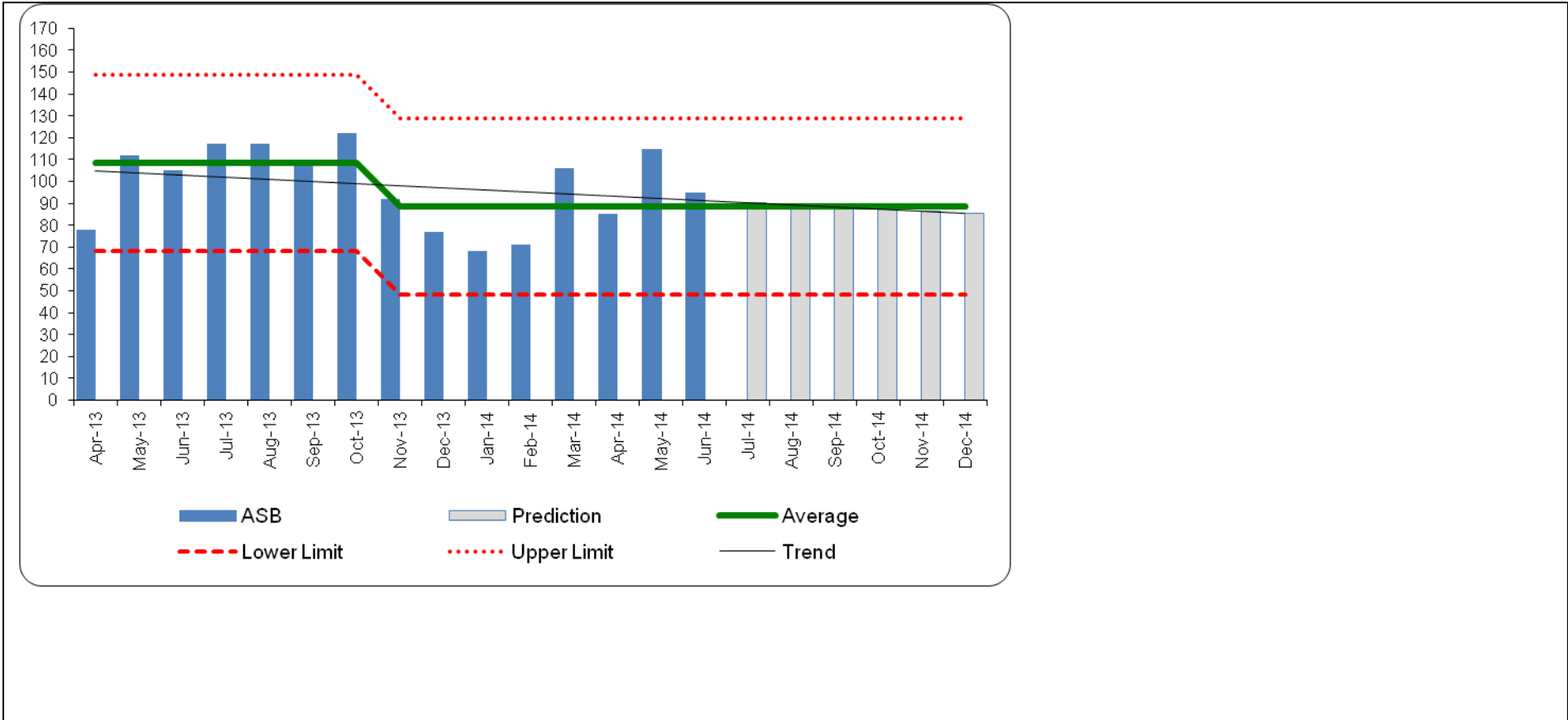
There are reductions in Theft from Licensed Premises (-21.4%), Theft from Café/Coffee Shops (-61.0%) and Theft from Restaurants (-6.5%).

Although there is an 18.4% (+16) increase in Bicycle Theft YTD the June monthly figure shows a reduction. 26 crimes were recorded compared to 44 in the same month last year (Apr 14: 43 and May 14: 34).

10 (+30.3%) more Vehicles Crimes recorded YTD with increases in both Theft of MV and Theft from MV. Low monthly figures between July and December (average 7 per month) could contribute to a further increase.

PERFORMANCE INDICATOR: 1.4.1. Reduce Crime							
TARGET	1.4.1c. To measure victim satisfaction with the recorded outcome of their crime.						
TARGET OWNER	Crime Directorate						
AIM/RATIONALE	<p>This is a new measure. From April 2014 the Government will stop using the traditional detection measures and in their place have substituted a range of crime outcomes that will apply to every crime. Outcomes are intended to be ones which resolve reports of crime to victims' satisfaction. There will be a fundamental shift from setting detection style targets that favour one outcome over another. Instead, crime outcomes will provide a range of disposals based on appropriateness and crimes being concluded to victims' satisfaction. This measure will allow the Force to assess the level of victim satisfaction over the course of the year by survey. Once that information has been gathered, it will be used as a baseline to improve levels of satisfaction the following year, if appropriate.</p>						
DEFINITIONS	NA						
BASELINE	To be assessed over the course of 2014-15						
MEASUREMENT	Quarterly by survey. (Additional question added to Force Victims of Crime Survey; this measure aims to identify the number of people who are satisfied with the outcome of their crimes where they have not been resolved by a traditional outcome)						
DATA SOURCE	Performance Information Unit (Strategic Development)						
TRAFFIC LIGHT CRITERIA	NA for 2014-15						
TRAFFIC LIGHT	WHITE						
CURRENT POSITION							
58.9% (106/180) of respondents had received a final outcome. 51.9% (55/106) of respondents were satisfied with the outcome of their crime.							
Crime Type	No. Surveyed	No. Satisfied	% Satisfied	Crime Type	No. Surveyed	No. Satisfied	% Satisfied
Assault with Injury	7	2	28.6%	Theft from Person	12	7	58.3%
Assault w/out Injury	1	1	100%	Theft Other	45	26	57.8%
Robbery	1	1	100%	Criminal Damage	1	1	100%
Public Order	2	1	50%	Racial Incidents/Crimes	1	0	0%
Domestic Burglary	0	0	-	<p>The lowest levels of satisfaction related to Cycle Crime (33.3%), Assault with Injury (28.6%) and Vehicle Crime (37.5%). <i>Please note the effect small numbers can have on skewing percentages</i></p>			
Burglary Other	5	3	60%				
Theft from MV	5	2	40%				
Theft of MV	3	1	33.1%				
Cycle Theft	18	6	33.1%				
Theft from Machine	5	4	80%				

PERFORMANCE INDICATOR: 1.5.1. Reduce anti social behaviour within the City													
TARGET	1.5.1a. To reduce the number of ASB incidents compared to 2013-14												
TARGET OWNER	Uniform Policing Directorate												
AIM/RATIONALE	This is a new measure. ASB has been retained as a Force priority due to its continued prominence in concerns raised by the community and the impact it has on the quality of people’s lives. This is a direct outcome measure that will assess the Force’s success in addressing and preventing antisocial behaviour.												
DEFINITIONS	NA												
BASELINE	1173												
MEASUREMENT	Figures from Daris based on Closing Codes 1, 2 and 3. Incident and Attendance.												
DATA SOURCE	PIU												
TRAFFIC LIGHT CRITERIA	GREEN: Target being or likely to be met AMBER: Target will not be met without additional work RED: Target will not be met												
TRAFFIC LIGHT	AMBER												
CURRENT POSITION													
ASB CALLS													
	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	
2013-2014	78	112	105	117	117	108	122	92	77	68	71	106	
2014-2015	85	115	95										
<p>April – June 2013: 295 April – June 2014: 295 No Change</p>													



PERFORMANCE INDICATOR: 1.5.1. Reduce anti social behaviour within the City																																											
TARGET	1.5.1b. To ensure that at least 90% of those reporting antisocial behaviour are satisfied with the service provided by the police																																										
TARGET OWNER	Uniform Policing Directorate																																										
AIM/RATIONALE	This measure is carried forward from 2013-14. Satisfaction with the Force of how it handles the cases of victims of crime and antisocial behaviour is an important indication of the quality and professionalism of the service provided. Comments made as part of the surveys provides the Force with invaluable information about how service delivery can be improved.																																										
DEFINITIONS	Telephone survey conducted by SPA Future Thinking by telephone to people who have reported ASB and the CAD has been closed on an ASB code.																																										
BASELINES	2013/14 93.1%																																										
MEASUREMENT	By Quarterly Survey																																										
DATA SOURCE	Performance Information Unit (Strategic Development)																																										
TRAFFIC LIGHT CRITERIA	GREEN: Target being or likely to be met AMBER: Target will not be met without additional work RED: Target will not be met																																										
TRAFFIC LIGHT	AMBER																																										
CURRENT POSITION																																											
<table border="1"> <caption>Quarterly Satisfaction Data</caption> <thead> <tr> <th>Quarter</th> <th>Year</th> <th>Satisfaction %</th> </tr> </thead> <tbody> <tr><td>Q1</td><td>11/12</td><td>88.6%</td></tr> <tr><td>Q2</td><td>11/12</td><td>91.9%</td></tr> <tr><td>Q3</td><td>11/12</td><td>96.2%</td></tr> <tr><td>Q4</td><td>11/12</td><td>92.0%</td></tr> <tr><td>Q1</td><td>12/13</td><td>94.0%</td></tr> <tr><td>Q2</td><td>12/13</td><td>90.0%</td></tr> <tr><td>Q3</td><td>12/13</td><td>97.6%</td></tr> <tr><td>Q4</td><td>12/13</td><td>90.0%</td></tr> <tr><td>Q1</td><td>13/14</td><td>90.6%</td></tr> <tr><td>Q2</td><td>13/14</td><td>92.6%</td></tr> <tr><td>Q3</td><td>13/14</td><td>92.3%</td></tr> <tr><td>Q4</td><td>13/14</td><td>97.1%</td></tr> <tr><td>Q1</td><td>14/15</td><td>88.9%</td></tr> </tbody> </table>	Quarter	Year	Satisfaction %	Q1	11/12	88.6%	Q2	11/12	91.9%	Q3	11/12	96.2%	Q4	11/12	92.0%	Q1	12/13	94.0%	Q2	12/13	90.0%	Q3	12/13	97.6%	Q4	12/13	90.0%	Q1	13/14	90.6%	Q2	13/14	92.6%	Q3	13/14	92.3%	Q4	13/14	97.1%	Q1	14/15	88.9%	<p>Q1: 88.9% 24 out of 27 respondents satisfied, 2 dissatisfied, 1 neither satisfied nor dissatisfied.</p> <p>Ease of contact: 96.3% (26/27) Actions taken: 88.9% (24/27) Follow up: 81.8% (9/11) Treatment: 96.3% (26/27) Service provided: 88.9% (24/27)</p>
Quarter	Year	Satisfaction %																																									
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PERFORMANCE INDICATOR: 1.6.1. Protect the City of London and UK from Fraud	
TARGET	1.6.1a. To ensure that at least 90% of victims of fraud investigated by the City of London Police are satisfied with the service provided
TARGET OWNER	Economic Crime Directorate
AIM/RATIONALE	This is a new measure that focuses on frauds investigated by the City of London Police (Fraud Squad). Generally speaking the investigation of fraud offences takes longer than mainstream crime offences. Consequently surveying victims between 6 and 12 weeks of reporting the offences is unlikely to be representative of their entire experience. Surveying all victims recorded against an investigation at the point of outcome should have enabled sufficient time for them to form an opinion of our performance in all the survey area's and by requesting survey feedback at the point when the investigation is effectively complete is an appropriate time to request feedback and the point where we are most likely to get it. Furthermore by surveying at the point of outcome there should be a sufficient gap between re-surveying any victims who have been previously surveyed on their Action Fraud experience.
DEFINITIONS	"Investigation" : - This is all Unifi crime records classified as "Fraud Investigations – Substantive offences recorded in Action Fraud" allocated to ECD Fraud teams 1, 2, 3 and 4 and the Money Laundering Investigations Team. "Point of outcome" :- When the offenders recorded on the Unifi Crime investigation are classified as Charged, Cautioned, Community Resolution or TIC or the Investigation is closed using one of the other HO outcome classifications by the Team manager
BASELINE	90% of fraud victims satisfied with the service provided <i>(The proposed measurement methodology is not the same as last year's VoC survey therefore a direct comparison is not possible however last year's data can be supplied as a general indicator of performance)</i>
MEASUREMENT	Each victim recorded against the Unifi crime record detailing the investigation will receive a communication from the OIC updating them on the outcome of the investigation through the medium agreed with the victim during the investigation. The communication could include a link to an electronic survey on Survey Monkey, enclose a hard copy survey form or provide details of a telephone number to a survey company (to be appointed) who will conduct a telephone survey using the same questions. Following the cut off date, the survey company will collate, analyse & report the findings of the survey, which will then be reported to the following PMG. The survey will be bespoke to ECD focussing on the areas of contact (initial and on-going), action taken, follow up, treatment and overall experience. PMG reports will be based on the overall experience, the number of victims recorded against the investigations reaching the Point of outcome available for survey; the number of victims completing the survey; and the number answering the overall satisfaction question and overall positive responses.
DATA SOURCE	ECD Business Information Unit
TRAFFIC LIGHT CRITERIA	GREEN: Target being met AMBER: Target will not be met without additional work RED: Target will not be met
TRAFFIC LIGHT	WHITE
CURRENT POSITION	
<p>ECD's Strategic Delivery Unit has been working with Opinion Research Services, an independently commissioned social research provider, to refine the survey questions to ensure that the survey structure clearly distinguishes between the three areas of the victim journey: initial contact, contact during the investigation and post-investigation satisfaction. In this way, ECD SDU will be better positioned to interrogate those specific areas of the victim journey that our victims have identified as not having met their expectations or conversely where the service delivered has exceeded expectations. This has delayed the distribution of the Victim Survey to meet the reporting deadlines for the first quarter. A full update will be provided to the next Sub-Committee.</p>	

PERFORMANCE INDICATOR: 1.6.1. Protect the City of London and UK from Fraud	
TARGET	1.6.1b. To ensure City fraud crime, investigated by ECD results in a positive action whether through offender disposal, prevention or disruption
TARGET OWNER	Economic Crime Directorate
AIM/RATIONALE	This is a new measure. Ensuring that wherever possible the Force takes positive action with every City fraud crime investigated by ECD will enhance overall victim satisfaction in the service victims have received, and demonstrates the diversity of service CoLP provides to the victims of city fraud crimes. This will enhance the City's standing as a safe, more desirable place to live and work attracting investment in infrastructure benefiting all communities. The volume of positive action will highlight the high quality policing response and commitment to investigating city based fraud crime.
DEFINITIONS	<p>"City Fraud Crime" includes all ECD Fraud investigations into fraud or fraud related offences occurring within the city of London. Fraud investigations include Action Fraud crimes disseminated to the City of London.</p> <p>"Point of outcome" is defined as when the offender is brought to justice or when the investigation is closed and categorised in accordance with the HO crime outcomes.</p> <p>"Positive action disruption/prevention is defined as follows:</p> <ol style="list-style-type: none"> 1. A confirmed disruption of a technological or financial fraud enabler. 2. The dissemination of intelligence/information to NFIB for the purposes of compiling Fraud Alerts. Officers do not ordinarily disseminate to NFIB so this measure introduces a new element to Fraud investigations designed to enhance the information available to NFIB when researching information to formulate Alerts. <p>"Disruption" is defined by the confirmed disabling of a technological fraud enabler or confirmation that action has been taken against a financial enabler.</p> <p>"Fraud Alert" is defined as the dissemination of information intended to protect and prepare Stakeholders and/or members of the public. The time however between the dissemination of intelligence/information to NFIB and the dissemination of a "Fraud Alert" is in-determinate and might not even occur. Leaving crime reports open until this outcome can be determined would be detrimental to the reporting of this measure and the effective operation of the investigation teams. However the number of City Fraud Crimes contributing to a Fraud Alert can be reported when it occurs through the year.</p>
BASELINE	This level of service was not applied to City Fraud Crime in 2013-14 so setting a baseline is not possible. The data gathered should be reviewed at 6 months to gauge whether a hard target should be set to be achieved by year end.
MEASUREMENT	It is not always possible for CoLP to bring an offender to justice therefore this measure is designed to ensure that every effort is made to ensure that some other "positive action" in terms of prevention or disruption is achieved. The measure will be based upon the number of City Fraud Crimes where it has not been possible to bring an offender to justice that have some other positive action as defined above. The measure will be shown as a percentage of the total number of City Fraud Crimes reaching

	the point of outcome in the period that have benefited from disruption/prevention positive action against the total number of City Fraud Crimes where an offender has not been brought to justice.												
DATA SOURCE	ECD Business Information Unit												
TRAFFIC LIGHT CRITERIA	New measure traffic light criteria to be set at 6 months.												
TRAFFIC LIGHT	GREEN												
CURRENT POSITION													
Month	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	
Total number of City Fraud Crimes reaching point of outcome.	5	2	4										
Cumulative position of City Fraud Crimes reaching Point of outcome.	5	7	11										
Number of City Fraud Crimes reaching Point of outcome with offender disposal.	5	2	3										
Cumulative position of City Fraud Crimes reaching point of outcome with offender disposal.	5	7	10										
Number of City Fraud Crimes reaching point of outcome where Fraud enabler disrupted	0	0	1*										
Number of City Fraud Crimes reaching point of outcome contributing to an ECD Fraud awareness/prevention product	0	0	0										
Number of City Fraud Crimes reaching point of outcome where positive action awaited (See profile update narrative)	0	0	0										
Traffic Light													
*This case resulted in positive action through the disruption of organised crime, prevention of losses to UK victims and potential victims discouraged from paying funds.													

PERFORMANCE INDICATOR: 1.7.1. Providing the national lead against Fraud												
TARGET	1.7.1a. To increase by 20% the number of fraud investigators trained by the Fraud Academy compared to 2013-14											
TARGET OWNER	Economic Crime Directorate											
AIM/RATIONALE	This measure is carried forward but has been amended to a 20% increase instead of a straightforward increase. To improve the quality of investigations. High quality investigations improve detection rates and victim satisfaction. Training investigators to a national standard (Fraud Investigators Handbook) is a key means of achieving this; it also follows the model for other specialist areas such as homicide. The level has been set at 20% to mirror the target set in the National Lead Force's Business Plan.											
DEFINITIONS	NA											
BASELINE	898 (20% of 2013/14 total (748) = 149.60 rounded up to 150. Baseline is 748 + 150 = 898)											
MEASUREMENT	The target will be assessed against the number of people trained as fraud investigators, inclusive of private organisations, LEA's and police (Including NLF staff). This will be compared against the number of course attendees same month in the previous year and then cumulatively against the target. This will take account of fluctuations in course delivery throughout the year											
DATA SOURCE	ECD (Fraud Academy – information not available from central systems)											
TRAFFIC LIGHT CRITERIA	GREEN: Target will be met AMBER: Target will not be met without additional work RED: Target will not be met											
TRAFFIC LIGHT	GREEN											
CURRENT POSITION												
	Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15
Number of attendees attending courses 2014/15	63	104	86									
Comparable month in 2013/14	31	52	0	179	23	81	54	43	12	81	39	153
Cumulative progress towards target (898)	63	167	253									
Traffic light	GREEN	GREEN	GREEN									

PERFORMANCE INDICATOR: 1.7.1. Providing the national lead against Fraud	
TARGET	1.7.1b. To increase the number of high priority/priority OCGs using fraud disrupted through national partnership with national Law Enforcement Agencies
TARGET OWNER	Economic Crime Directorate
AIM/RATIONALE	This is a new measure. Tackling organised criminality is key to fighting serious crime and supports the strategic policing requirement. The aim of this target is to focus attention on the most impactful Organised Crime Groups causing harm, working in partnership with national LEAs (which includes the National Crime Agency), providing both an intelligence and enforcement capability to tackle the most serious OCGs using fraud nationally
DEFINITIONS	Identification = The number of OCGs mapped on the national tracker and accepted as a priority/high priority OCG by OCCC through the MSOC process Managed = owned by, each OCG must have one named owner. Disrupted = Based upon the owner's OCGs disruption process which results in a decrease of the capability to commit serious, organised or complex crime The OCGs causing the greatest harm are those assessed as 1A and other high scoring bandings (2s/Bs)- with harm then reducing on a downward scale through the bandings – when an OCG is mapped, the OCG tracker database automatically generates a harm banding based upon the assessed 'criminal activities' and 'intent and capabilities'.
BASELINE	It is proposed to baseline this for the first six months of the year and thereafter increase the level based on that baseline.
MEASUREMENT	The number of priority and high priority OCGs: (i) identified; (ii) enhanced by ECD intelligence and knowledge; (iii) owned and disrupted by ECD; and (iv) disrupted by partner agencies following ECD enhancement
DATA SOURCE	ECD Business Information Unit
TRAFFIC LIGHT CRITERIA	GREEN: Target being or likely to be met AMBER: Target will not be met without additional work RED: Target will not be met
TRAFFIC LIGHT	WHITE
CURRENT POSITION	

QUARTER	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Total number of priority/High priority OCGs as confirmed to MSOC following quarterly aggregation (A)	607 (49 High Priority/559 Priority)			
Total number of priority/high priority OCGs at (A) using Fraud and Economic Crime (B)	298			
Number of OCGs at (B) where ECD have provided enhanced intelligence and information to assist disruption (C)	1			
Cumulative number of OCGs at (C) where ECD have provided enhanced intelligence and information to assist disruption.	1			
Number of priority/High priority OCGs using Fraud and Economic crime (including those owned by CoLP ECD) <u>disrupted</u> following provision of enhanced intelligence and information by ECD	0			
Traffic Light	WHITE			

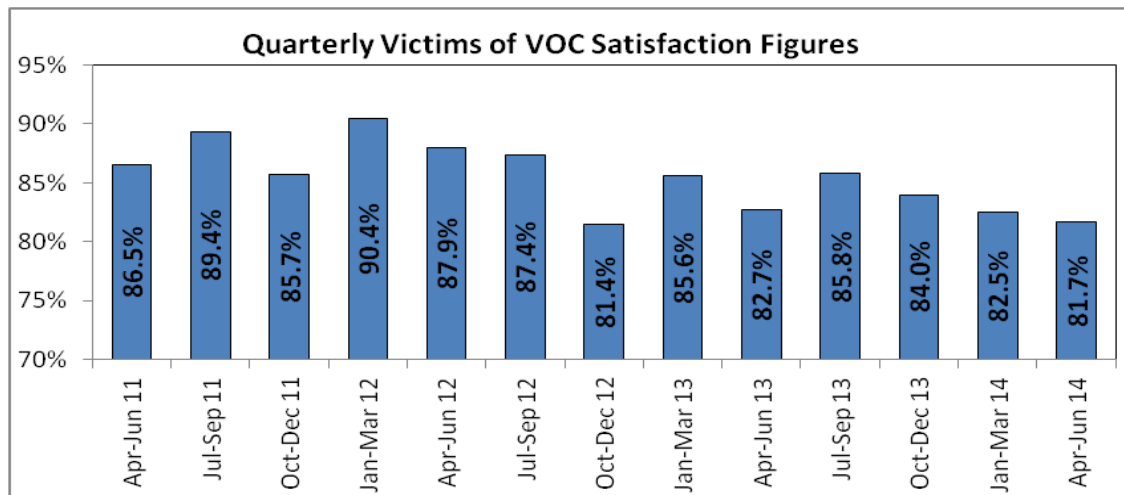
The data required to inform progress against this target is collated, managed and reported quarterly by the Organised Crime and Co-ordination Centre (OCCC). Therefore the table used to evidence attainments against this target has been amended to reflect the quarterly position.

The Force is baselining this measure for the first six months of the year, therefore a traffic light grading is not yet applicable.

PERFORMANCE INDICATOR: 1.7.1. Providing the national lead against Fraud												
TARGET	1.7.1c. To increase the value of fraud prevented through interventions compared to 2013-14											
TARGET OWNER	Economic Crime Directorate											
AIM/RATIONALE	This is a new measure. It will clearly demonstrate the outcome in financial terms the results across a broad range of operational activity aimed at tackling fraud.											
DEFINITIONS	An intervention is a disruption of a financial, technological or professional enabler of fraud. Each enabler has a defined, agreed value attached to it so there is consistency to ascribing values to the disruption of a particular enabler (e.g. taking down a website, telephone line or sham business or bank account).											
BASELINE	£260,294,154.00 - value of fraud prevented at 31 st March 2014.											
MEASUREMENT	The increase will be an increase in value calculated from agreed definitions produced by the NFIB for what a website, phone number and bank account disruption equates to, multiplied by the number of requests.											
DATA SOURCE	ECD Business Information Unit											
TRAFFIC LIGHT CRITERIA	GREEN: Target being or likely to be met AMBER: Target will not be met without additional work RED: Target will not be met											
TRAFFIC LIGHT	GREEN											
CURRENT POSITION												
	Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15
	£	£	£	£	£	£	£	£	£	£	£	£
Total value of confirmed Fraud enabler disruptions	30,991,692	35,711,128	20,357,628									
Total value of confirmed Fraud enabler disruptions in comparable month 2013/14	623,228	9,419,088	18,100,572									
Cumulative progress towards target (£260,294,154.00)	30,991,692	66,702,820	87,060,448									
Benchmark to achieve target	21,691,195	43,382,391	65,073,586									
Traffic light	GREEN	GREEN	GREEN									

PERFORMANCE INDICATOR: 1.7.1. Providing the national lead against Fraud												
TARGET	1.7.1d. To ensure that at least 90% of victims are satisfied with the Action Fraud reporting service											
TARGET OWNER	Economic Crime Directorate											
AIM/RATIONALE	This is a new measure. Action Fraud is a bespoke service for victims of fraud; it is essential to maintain levels of service to ensure Action Fraud is utilised fully to the benefit of victims. The Force takes full responsibility for Action Fraud from April 2014 and with that comes the opportunity to set the same high satisfaction standards that are set elsewhere for victims of crime. Accessible crime recording facilities are essential to maintain the level of information required to identify and mitigate the fraud threat during initiation and growth.											
DEFINITIONS	The measure relates to ease of reporting a crime and how efficiently it is allocated. As a large number of crimes are allocated to other forces for investigation, the Force cannot be held responsible for end-to-end victim satisfaction at the current time.											
BASELINE	90% of victims are satisfied with the Action Fraud Reporting Service											
MEASUREMENT	Quarterly by survey. This measure will follow previous Action fraud reporting guidelines, details of which are contained within the end to end report. A survey is conducted at the conclusion of reporting the crime and will be completed on line or on the phone.											
DATA SOURCE	ECD Business Information Unit											
TRAFFIC LIGHT CRITERIA	GREEN: Target being or likely to be met AMBER: Target will not be met without additional work RED: Target will not be met											
TRAFFIC LIGHT	GREEN											
CURRENT POSITION												
	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
% victims completing automated telephone message survey satisfied with service in period	93.03%	92.37%	92.30%									
Combined On-line and automated telephone surveys % of victims satisfied with service in period	92.71%	92.37%*	91.98%									
Traffic light												
*It has now been confirmed that the technical issue experienced by the survey provider in May cannot be rectified which means that the Action Fraud satisfaction figure for that month is only reflective of the contact centre service only and not the online reporting service.												

PERFORMANCE INDICATOR: 1.8.1. Increasing satisfaction with our policing services	
TARGET	1.8.1a. To ensure at least 90% of victims of crime are satisfied with the service provided by the police
TARGET OWNER	Uniform Policing Directorate
AIM/RATIONALE	This measure is carried forward from 2013-14. This will be particularly challenging given that for each quarter of 2013-14 to date the Force has not achieved the current target of 85%. The survey indicates levels of satisfaction of those who have been a victim of crime and is an essential outcome indicator of the level of professionalism the Force portrays and provides.
DEFINITIONS	NA
BASELINE	83.9% achievement in 2013/14.
MEASUREMENT	Quarterly by survey
DATA SOURCE	Performance Information Unit (Strategic Development)
TRAFFIC LIGHT CRITERIA	GREEN: Target being or likely to be met AMBER: Target will not be met without additional work RED: Target will not be met
TRAFFIC LIGHT	RED
CURRENT POSITION	

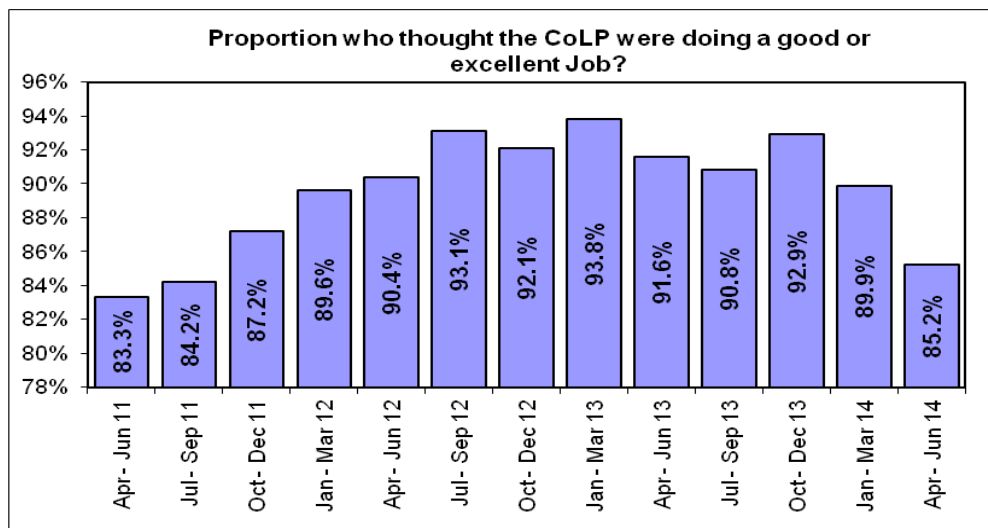


Q1: 81.7% (147 out of 180) of respondents satisfied with Whole Experience.

- Ease of contact: 94.8% (145/153)
- Actions taken: 76.7% (138/180)
- Follow up: 82.7% (148/179)
- Treatment: 93.9% (168/179)
- Whole Experience: 81.7% (147/180)

An average of 93% is required for the next three quarters to achieve the target. This level has not been achieved in any quarter over the last three years.

PERFORMANCE INDICATOR: 1.8.1. Increasing satisfaction with our policing services	
TARGET	1.8.1b. To ensure that at least 90% of the street population surveyed believe the police in the City of London are doing a good or excellent job
TARGET OWNER	UPD
AIM/RATIONALE	This measure is carried forward from 2013-14, however, the satisfaction level has been raised from 85% to 90%. Unlike the previous measure, which assesses the satisfaction of victims of crime, this measure assesses the street populations' perception of the Force, which comments on professionalism, confidence and a host of other factors.
DEFINITIONS	NA
BASELINE	91.3% in 2013/14.
MEASUREMENT	Quarterly by survey
DATA SOURCE	PIU
TRAFFIC LIGHT CRITERIA	GREEN: Target being or likely to be met AMBER: Target will not be met without additional work RED: Target will not be met
TRAFFIC LIGHT	AMBER
CURRENT POSITION	



Q1: 85.2% (144/169) of respondents thought the police were doing a good or excellent job.

- Excellent: 51
- Good: 93
- Fair: 25
- Poor: 0
- Very Poor: 0

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Committee(s):	Date(s):
Efficiency and Performance Sub (Finance) Committee Performance and Resource Management Sub (Police) Committee	10 September 2014 26 September 2014
Subject: Collaborative Services (City of London Corporation and City of London Police)	Public
Report of: Deputy Town Clerk	For Information
Summary	
<p>Work has been ongoing between the City of London Corporation and the City of London Police to develop further shared service activities. This builds on the back on a number of successful existing collaboration undertakings. This report provides Members with an update of established agreements, emerging projects and some more speculative, longer term items. The City of London Police also engages in a number of shared service activities with other forces and a brief overview of this is also provided.</p>	
Recommendation(s)	
<p>Members are asked to:</p> <ul style="list-style-type: none"> • Note the content of this report, and • Note that a follow up report tracking progress and savings will be produced in six months and reported to the Sub Committee 	

Main Report

Background

1. The City of London Police and the City of London Corporation have been engaging in a number of collaborative activities over a considerable period of time.
2. The majority of these services have been 'provided' by the Corporation, and the Police recharged in accordance with the Service Reporting Code of Practice for Local Authorities. These services are provided at a cost which could not be achieved independently, and can also access the expertise afforded through a larger, collaborative, provision. They include:
 - Internal Audit
 - Payroll
 - Legal

- Financial Services
3. Increased financial pressures within both the City Corporation and the City of London Police have made shared services imperative – indeed failure to generate savings from shared services and collaboration will make it increasingly difficult for the City Police, in particular, to balance their budget. Sharing has also been driven by the desire to share best practice, provide a more consistent service, and improve effectiveness, professionalism and customer satisfaction. Recent activity, such as the City First Programme has, therefore, placed greater emphasis on collaboration, both with the Corporation and other police forces.
 4. This report provides Members with an update on emerging collaborative projects, and some more speculative/longer term items. Also included in this report is a brief overview of shared service activity between the City of London Police and other forces.
 5. Major projects are managed in accordance with the Corporate Project Procedure. These projects follow a prescribed ‘gateway’ process and detailed reports are regularly provided to the Project Sub Committee.

Recent Collaborations

Procurement and Procure to Pay (PP2P)

6. The PP2P project was designed to introduce world class procurement practices to both the City of London Corporation and the City of London Police. The project has delivered improved ways of working such as smarter procuring, category boards and achieving better deals on goods and services bought. This has achieved positive value for money outcomes for both the City Corporation and the Police. Two recent examples of joint procurement include the new Police Uniforms and the Police Accommodation Design tender. Two members of staff from the City of London Police who were transferred to the merged City Procurement service.

Occupational Health

7. The merger of the City of London Corporation and City of London Police Occupational Health Services was considered under two areas: the Force’s City First programme and the Central Government sharing service agenda. The project was delivered in two phases.
8. Phase one required the Police to bring their contracted service in-house as it was previously contracted out. This involved the transfer of undertakings (TUPE) transfer of some members of staff and the re-tendering of three external contract providers with reduction in costs (Cognitive Behavioural Therapy, Physiotherapy and Occupational Health Physician (OHP)). This phase included a two year plan for a reduction of resources.
9. Phase two involved the merging of the separate Occupational Health Services with some further reduction in resources.

10. A total of £197,000 was realised through these two phases. This was achieved through the reduction of hours for Police staff from 40 hours to 35 hours, and removing the need for holiday / sickness cover as this was to be absorbed by the merging of the units. A reduction in Police OHP time from three days to one day over two years and a reduction in Corporation OHP time from two days to one over one year was achieved. All the contracts were retendered with savings and efficiencies delivered through changed ways of working. These reductions were made on a set of assumptions including no Police recruitment and no immediate projects. Since then Police are back up to full recruitment and Job Related Fitness testing has been introduced requiring significant Occupational Health Service input and time.
11. Benefits have included:
- Shared expertise
 - Shift of emphasis to a nurse led service (cost benefit)
 - Holiday and sickness cover
 - Availability for initial appointments
 - Effective use of skill mix (cost benefit)
 - Streamlining of processes (reduction in reviews, failed appointments, statutory health surveillance)
 - Economies relating to shared contracted services for physiotherapy and mental health practitioners
 - Potential savings in independent ill health retirement assessments with two in-house OHP's
 - IT software maintenance and support savings
 - Other contracts amalgamated e.g. clinical waste removal contract
 - Rationalise equipment and maintenance costs
 - Potential longer term accommodation savings
12. There are some barriers to realising the full potential of the collaborative arrangement. These include separate IT and financial management systems. Both of these increase administration and management time. The IT Modernisation work (see below) will help in reducing these barriers.

Public Relations

13. A joint Public Relations post was created in June 2014 with the objective of improving communication and collaboration between teams in both organisations. This will promote the use of best practice communications and public relations activities, including more pro-active delivery of content. At the

moment the post is heavily involved in the development of the Economic Crime Communications Strategy. Benefits from this new shared provision are geared towards service improvement rather than direct cashable savings. However in the longer term, there will be scope to reduce cost through a rationalisation of providers and similar efficiencies.

IT Modernisation

14. The City of London Police undertook a review of their IT service in order to address a number of on-going weaknesses in their IT provision and to deliver a more flexible and responsive service with enhanced business engagement. Improved strategic and operational management across an increasing number of IT projects were also required outcomes. The review was focussed on ensuring that requirements to support specific Police Service technology were retained.
15. The review process looked at a number of possibilities and determined that the preferred option was a fully integrated model between the Corporation and the City of London Police. This was to include a managed service element to provide support, and assume responsibility, for a defined set of applications. Agilisys is the City Corporation's managed service provider.
16. The integrated model has now been established, with a single IT department. Agilisys has submitted proposals to the Police to also become their managed service provider. These are currently being assessed.
17. Overall project benefits have been focussed on service improvement, with efficiency savings targeted over the next two years in line with budget challenges.
18. Key outcomes are summarised as:
 - Effective delivery of core IS services and a stable and robust infrastructure
 - Provide resilience for key roles within the department, thereby minimising the risk of 'single points' of failure
 - Deliver projects and programmes to a higher standard
 - Better meet business needs and to keep abreast of new technology that supports these needs
19. The model will be reviewed following a period of stabilisation. It is envisaged that savings will be achieved by using the existing technology to do more, rationalising some elements where they are now duplicated or redundant, and through cost avoidance and economies of scale.
20. The Mobile Working Solutions programme is another IS project which is enabling the sharing of experience and expertise to deliver a more efficient service. In this instance it is the Department of the Built Environment who are working with the Police, each sharing their expertise and knowledge.

Accommodation

21. The Accommodation Programme is designed to modernise and reduce the overall City of London Police estate to 150,000 sq. ft. This equates to a reduction of 100,000 sq. ft. across the current Police estate. This plan will provide an improved modern estate for the Force whilst also enhancing its presence and public engagement facilities. Upon completion the proposal is to dispose subsequently of inefficient corporate assets to fund the majority of the costs of the programme. Ultimately the programme is designed to improve the working environment, enabling the Police to work flexibly and effectively whilst consolidating the number of locations. The programme is supported by both Police and Corporation officers through a number of sub groups and separate work streams.
22. Guildhall Yard East is currently being refurbished and it is projected that Force personnel will commence moving into the site from January 2015. This is an example of the joint working between the Police and the City Surveyors department, supported by IS.

Contact Centre

23. For the last two years the handling of non-emergency calls to the Police Switchboard has come under a shared service arrangement between the Police and the Corporation. The pilot, which has now been extended, has enabled the Force to improve allocation of their resources. Instead of police officers answering calls these are handled by Customer Service Operators, where the appropriate signposting is undertaken. Police officers are then able to dedicate their time to tasking and resolution of issues. Customer experience has been improved by the handling of calls by dedicated customer service operators. Performance has also improved with the number of calls answered outside of thirty seconds significantly dropping. The Force have also benefitted from better performance monitoring and reporting due to the technology used in the Contact Centre.

Future Possibilities

Community Safety Hub

24. Across both the City of London Corporation and the City of London Police, there is, at present, a lack of joint strategic direction and consistency in process in the area of community safety.
25. Reviews of formal partnerships (for example Safer City Partnership, Road Danger Reduction Partnership) and existing functions across the two organisations have identified that collaboration at a strategic and operational level needs to be strengthened in order to achieve improved community safety.
26. The City of London Corporation and the City of London Police propose the set-up of a Community Safety Hub partnership to integrate the City of London

community safety strategy and service delivery (which includes co-location, where appropriate).

27. The Hub is designed to reduce gaps in service provision and remove duplication, thereby both improving effectiveness, and enhancing efficiency. Information sharing and collaboration to identify early intervention and prevention opportunities will be an emphasis of the Hub. Improved accessibility of and accountability for community safety services through a single point of contact (a Joint Contact and Control Room (JCCR)) and a wider use of communications methods should flow from successful implementation. Customers should experience a more comprehensive and joined-up response to their service requests.
28. The project team, involving officers from both the Corporation and the City of London Police, is currently identifying services, or functions of services, which could be included in the plans. Areas under consideration include Community Intelligence, Casualty Reduction and Road Safety, Crime Prevention, Emergency Planning and Business Continuity, Markets and Public Protection (pollution control, street trading, financial fraud, food fraud) and fatal/major workplace health and safety investigations.
29. A project outline is due to be tabled at Chief Officers' Group in October, before a Gateway Two report is tabled at Project Sub Committee. The plan will build upon a range of collaborations across a number of service areas, including memorandums of understanding. As the plan is developed, the complete range of benefits will be articulated. This will include improved information sharing, responsiveness, and customer services satisfaction. By improving customer experience, this should reduce the risk exposure to the 'community trigger' provision under the Anti-social Behaviour, Crime and Policing Act. Finally, as with all activity which delivers more efficient and effective services, cashable savings should be derived.

Joint Contact and Control Room

30. A Gateway Two proposal was tabled at Project Sub Committee on 17 June 2014. The ambition of the programme is to implement a fully integrated contact, control and command facility that can be used by either the Police or the City of London Corporation, jointly or independently. At the June 17 meeting it was agreed to progress to the next Gateway.
31. The benefits of this project include a number of cashable and non-cashable efficiencies. These include
 - Joined up approach to the management of events
 - Protection of reputation through a reduction to risk
 - Improved information sharing
 - Opportunity for cashable savings in terms of accommodation requirement, staff and equipment

32. At the Gateway Two stage, the scale of benefits is not yet fully articulated. Future reports will seek further clarity pertaining to the scale of these savings.
33. The project builds on integration activity between the organisations such as the Ring of Steel / CCTV Upgrade programme from which both the City Corporation and the Police will be able to benefit.
34. This project follows on from a pilot which was successful in both reducing the volume of calls received into the Police Control Room and in making significant improvement to the percentage of non-emergency calls answered within thirty seconds.

Facilities Management

35. Following the delivery of the accommodation project, it is anticipated that there will be further scope for increased collaboration in the area of facilities management.

Activity with other Forces

36. Members will be aware that a number of collaborations exist between the City of London Police and other police forces or partner agencies. This section of the report highlights some of the key areas of collaboration, some of which will be better known than others. It should be noted that this is not an exhaustive list. In total there are some 42 arrangements, from informal agreements to signed protocols and arrangements that bring with them significant levels of funding (especially with respect to Economic Crime and National Lead Force activities). Areas covered are diverse and include responding to Chemical, Biological, Radioactive and Nuclear incidents, terrorist related shootings and intelligence gathering to provision of medical services in custody suites and disaster victim identification.
37. The Force currently has 17 separate collaborative arrangements with the Metropolitan Police Service (MPS), some of which include other forces. The longest running collaboration is known as “Benbow”, which is a signed protocol with the MPS and the British Transport Police to provide cross border mutual aid. It has been in place since 1999 and establishes a single command structure for incidents that impact London as a whole or more widely. In addition to training being available (which would otherwise cost in excess of £500,000), the arrangement brings significant benefits to the capacity of all three forces to deal with large-scale public order incidents. Other collaborations of note with the MPS include Armed Response Vehicle Support, a signed arrangement that supports firearms cross border mutual support and means the Force does not have to maintain two armed response vehicles, thereby saving the Force some £200,000. Signed protocols exist for many operational areas covering aspects of policing that are either rare or non-existent in the City (such as suicide killings or kidnaps/extortions) which means the City of London Police can maintain a capability in very specialist areas but without the significant costs attached to maintaining such units.

38. Of particular interest to the City of London Corporation will be the signed agreement with Transport for London which, in addition to providing additional resources to prevent crime and anti-social behaviour also allows resources to be allocated to promoting road safety, supporting the City's target to reduce Killed and Serious Injury incidents on the City's roads.
39. The Force's collaborative arrangements enhance operational delivery, support capacity and capability in specialist areas and often bring with them substantial savings to the Force.

Conclusion

40. The City of London Police and the City of London Corporation have been engaging in a number of collaborative activities over a considerable period of time. This report has provided an overview of activity recently undertaken and has provided an insight into those items which are currently the focus of investigation.
41. There are a number of positive outcomes for closer working: sharing best practice; cost reductions; and better delivery to customer expectations.
42. A follow up report tracking progress and savings will be produced in six months and reported to the Sub Committee.

Background Papers:

Detailed updates are provided for major projects through to Project Sub Committee.

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Agenda Item 9

Committee:	Date:
Police Performance and Resources Sub-Committee	26 th September 2014
Subject: Internal Audit Update Report	Public
Report of: The Head of Internal Audit and Risk Management	For Information

Summary

This report provides an update on the internal audit reviews undertaken between May 2014 and August 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 been completed to at least draft report stage. Four planned reviews have been fully completed since the April 2014 update report. The draft reports have been issued or prepared for the Programme Office and Compensation Claims reviews (details of the outcome of these reviews will be included in the next update report once management action plans have been agreed). All planned spot check reviews have now been completed. Good progress has been made in undertaking the 2014/15 audit plan with a significant amount of the planned work underway.

Two full audit have been completed to final report stage since the last update report as follows:-

Police Fees and Charges: One amber priority recommendation was made concerning the introduction of a procedure to ensure that revised approved fees are published on an annual basis.

Fleet Management Value for Money: This audit review established that the City of London Police (CoLP) fleet management arrangements represent good value for money. Three green recommendations were made:

Spot Check Reviews completed to date related to the 2013/14 or 2014/15 audit plans have not identified any significant control weaknesses.

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 2014/15 reviews. (Appendix 2). It also includes an update on the

progress made in implementing Internal Audit recommendations resulting from 2013/14 work completed by 31st August 2014.

Delivery of Internal Audit Work.

2. All 2013/14 planned work has been completed to at least draft report stage. Four planned reviews have been fully completed since the April 2014 update report. Police Third Party Payments (for which draft findings were included within the May update report); Fees and Charges, Fleet Management Value for Money and City Police Assurance Mapping. The draft reports have been issued or prepared for the Programme Office and Compensation Claims reviews (details of the outcome of these reviews will be included in the next update report once management action plans have been agreed). All planned spot check reviews have now been completed. Performance Measures, Police Procurement Card, and Seized Goods have been completed since April 2014.
3. Good progress has been made in undertaking 2014/15 planned work. Two mini-assurance reviews related to the HMIC Benchmarking exercise and an examination of Bank Accounts have been completed to draft report stage. The two planned full reviews for the year have been started: Police Overtime is at planning stage; and the fieldwork for the Business Continuity/Disaster Recovery review is underway. The fieldwork for a further mini-assurance review of Police Officers' Pensions and two spot check reviews of Cash Income and Police Front Officers are in progress. A report on the outcomes of these reviews will be included in the next update report to your sub-committee.
4. Further to the Committee's concern over the delay in the completion of the 2013/14 audit plan following request for short deferments by City of London Police staff, it has been agreed that any requests for rescheduling should be must be authorised by the Assistant Commissioner, prior to consideration by internal audit.

Summary of audit review outcomes - 2013/14 Planned Work

Police Fees and Charges (20 days)

5. The process for setting and approving the charging rationale for general fees and charges are robust and in accordance with police policies and the City's Financial Regulations. The basis for charging rates is satisfactory, takes into consideration all contribution costs associated with the services provided, and ensures an effective use of police resources. Discussions with the Finance Department identified that a Force Order had not been issued to authorise the publishing of the charges. These charges should have resulted in an average 3.1% increase in fees. It is understood that following committee approval of the fees and charges in May 2013, the Director of Corporate Support who is responsible for ensuring the publication of the charges, was on long-term sickness absence for three months. Based on the year-end outturn of £116,500 for Front Desk income in 2013/14, the lost income is estimated to be in the region of £3,600.

6. One amber priority recommendation was made concerning the introduction of a procedure to ensure that revised approved fees are published on an annual basis. This recommendation has been accepted and was implemented after the approval of revised fees and charges for 2014/15 in May 2014.

Recommendations	Red	Amber	Green	Total
Number Made:	0	1	0	1
Number Accepted:	0	1	0	1

Fleet Management Value for Money (10 days)

7. Effective procurement arrangements are in place for the acquisitions of vehicles, and there is evidence that they are being followed. However, Fleet Management's local procedures 'Buy/Lease/Hire rules for vehicles' states that the Command Units and Fleet Manager prepare five year fleet requirement plans for buying and annual leasing plans. These plans are not in place, so the procurement of vehicles may be undertaken in an inconsistent approach and result in strategic objectives not being achieved.
8. There are adequate arrangements for the use and maintenance of vehicles, with reporting and review of vehicle downtime as a result of maintenance. Tyre and monthly fuel transaction reports are produced. However, fuel purchase reports are not analysed to ensure appropriate fuel usage so there is a risk that inefficient fuel usage cannot be identified and rectified. There are also no annual running cost and mileage reports prepared for individual vehicles, this may result in vehicles that incur high running costs not being identified and value for money not being achieved.
9. All recommendations were accepted and the Commissioner agreed to implement them all by 31st March 2015.

Recommendations	Red	Amber	Green	Total
Number Made:	0	0	3	3
Number Accepted:	0	0	3	3

Mini – Assurance and Spot Check Reviews - 2013/14 Planned Work

Police Performance Measures (3 days)

10. This probity spot check tested a sample of the Force's published performance measures against supporting documentation. The indicator for Health and Safety Assessments had been compiled from the outcomes of self-assessments undertaken by departments. These had not been audited by the Police Health and Safety team to verify that the assessments had been carried out and to a required standard, and therefore there is no guarantee that the self-assessments reflect Health and Safety reviews carried out in the

departments. Internal Audit was unclear whether the Amber outcome reported to the Police Committee referred to the number of assessments completed, or quality of assessments. The measurement criteria for the indicator is defined as 'Completed risk assessments received by OH'. An Amber rated recommendation has been made to seek clarity in reporting this indicator and ensuring that self-assessment exercises are verified.

Use of Procurement Cards (10 days)

11. This exercise involved a probity test of a sample of card records and purchase transactions. It was established that the cards are being used in accordance with the approved scheme. Although green rated recommendations were made in respect of training for card users and improved processes for cancelling cards when staff leave the Force's employment.

Seized Goods (5 days)

12. A sample of goods, including cash, confiscated from suspects was compared to supporting records. The security of seized goods was also reviewed. Two amber priority recommendations were made for the immediate banking of £24,000 from proceeds of auctioning property and the preparation of written procedures for cash. One further green priority recommendation concerning improved security arrangements was also made.

City of London Audit Outcomes of relevance to City of London Police

13. The Internal Audit section is currently undertaking two reviews in City Procurement. One review is concentrating on payment of invoices, and the other, examining the work of the Corporate Buying Team. Any outcomes relevant to your sub-committee in the next audit update report.

Implementation of Audit Recommendations

14. There has been no significant change in the status of audit recommendation implementation since the May 2014 update report. Any recommendations as a result of reviews at draft report stage will be reported in the next audit update report

Conclusion

15. Internal audit's opinion on the City of London Police internal control environment is that it remains adequate and effective. Delivery of the internal audit programme is progressing to plan.

Appendices

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	Completion Date	Current Stage	Total Red	Total Amber	Total Green	Total
<p>CITY FIRST PROJECT</p> <p>The major review of the Force was completed in March 2013. An internal audit review of the on-going project work was undertaken during 2012/13. This review will look at the outcomes of the City First Project, including lessons learned and initial compliance to the revised Force structure as this is bedded in.</p>	5	30 th November 2013	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 th September 2014	Draft Report				

Full Reviews				Recommendations			
Project	Planned Days	Completion Date	Current Stage	Total Red	Total Amber	Total Green	Total
ASSURANCE MAPPING EXERCISE In order to provide Members with details of how the risks City's departments and the City Police face are mitigated, and to identify areas where limited internal audit resources need to be targeted, a programme of assurance mapping exercises will, therefore, be undertaken.	5	30 th May 2014	Draft Report	-	-	-	-
POLICE COMPENSATION CLAIMS During the course of police operations there are inevitable incidents where innocent parties are inadvertently affected by police activity. The management of claims made against the Police including arrangements to mitigate the risk of claims being made will be examined.	20	30 th September 2014	Fieldwork Complete				
THIRD PARTY PAYMENTS The City Police procure a range of services from external organisations in support of their operations; this expenditure includes consultancy work. This review will include an analysis of the categories of payments and determine compliance with the City's Financial Regulations. It will also examine budgetary control and establish the justification for making expenditure of this nature.	15	30 th May 2014	Final Report	-	-	4	4

Full Reviews				Recommendations			
Project	Planned Days	Planned Completion Date	Current Stage	Total Red	Total Amber	Total Green	Total
FEES AND CHARGES The City Police generates income for operational and advisory activities where legislative powers to do so exist. This review will examine the processes, controls and security related to the collection, recording and banking of income. It will also consider the activity of the Force in seeking new income streams.	20	13 th June 2014	Final Report	-	2	-	2
FLEET MANAGEMENT VFM The City Police Force operates a diverse fleet of vehicles to enable a responsive policing presence within the square mile and beyond. Arrangements for the procurement, maintenance and usage of vehicles will be examined, including potential efficiency savings.	10	13 th June 2014	Final Report			3	3

	Planned Days	Planned Completion Date	Current Stage	Recommendations			
				RED	AMBER	GREEN	TOTAL
Spot Check Reviews							
Property & Front Offices	4	26 th June 2013	Completed	-	-	2	2
Bernard Morgan House Cash Check	5	26 th June 2013	Completed	-	-	1	1
Procurement Processes	5	30 th September 2013	Completed	-	-	1	1
Police Performance Measures	3	30 th May 2014	Completed	-	1	5	6
Police Procurement Cards	10	13 th May 2014	Completed		1	1	2
Police Officers' Travel Expenses	5	25 th July 2013	Completed	-	-	2	2
Police Officer's Ad Hoc Payments	5	8 th August 2013	Completed	-	-	-	-
Pre-Employment Screening	5	8 th August 2013	Completed	-	-	-	-
Recruitment CSA	3	8 th August 2013	Completed	-	-	1	1
Seized Goods	5	30 th May 2014	Completed	-	1	2	3

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 st March 2015	Planning				
<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	31 st December 2014	Fieldwork				

Project	Planned Days	Planned Completion Date	Current Stage	Total Red	Total Amber	Total Green	Total
Mini Assurance Reviews							
HMIC ASSURANCE REVIEW 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 th September 2014	Draft Report				
INFORMANTS FUNDS This review will examine compliance with approved procedures and include sample testing of records in order to determine their accuracy.	10	31 st December 2014	Not started				
POLICE OFFICERS' PENSIONS The purpose of this review is to test a sample of pensions' payments and calculations for compliance with the Police Pensions Scheme.	10	31 st December 2014	Planning				
POLICE BANK ACCOUNTS This review will examine the maintenance of bank accounts opened for prisoners and proceeds of crime.	5	30 th September 2014	Draft Report				

Project	Planned Days	Planned Completion Date	Current Stage	Total Red	Total Amber	Total Green	Total
Spot Check Reviews							
CASH INCOME	3	31 st October 2014	Fieldwork				
PROPERTY & FRONT OFFICES	2	31 st December 2014	Fieldwork				
POLICE INTERPRETERS FEES	5	31 st March 2015	Not Started				

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