



Performance and Resource Management Sub (Police) Committee

Date: THURSDAY, 4 DECEMBER 2014
Time: 10.00 am
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members: Deputy Douglas Barrow (Chairman)
Alderman Alison Gowman
Deputy Keith Knowles, MBE
Kenneth Ludlam
Don Randall, OBE

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Lunch will be served in the Guildhall Club at 1pm

N.B: Part of this meeting could be subject to audio video recording

**John Barradell
Town Clerk and Chief Executive**

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**
To agree the public minutes and summary of the meeting held on 26 September 2014.

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

For Information
(Pages 5 - 8)
5. **VALUE FOR MONEY BENCHMARKING ANALYSIS**
Report of the Commissioner of Police. *This report will be presented by Baker Tilly.*

For Information
(Pages 9 - 36)
6. **SATISFACTION SURVEYS**
Report of the Commissioner of Police.

For Information
(Pages 37 - 48)
7. **PERFORMANCE AGAINST TARGETS IN THE POLICING PLAN 2014-17 FOR THE PERIOD 1ST APRIL 2014 - 30TH SEPTEMBER 2014**
Report of the Commissioner of Police.

For Information
(Pages 49 - 82)
8. **HMIC INSPECTION UPDATE 2014/15**
Report of the Commissioner of Police.

For Information
(Pages 83 - 124)
9. **HR MONITORING INFORMATION - 1 APRIL - 30 SEPTEMBER 2014**
Report of the Commissioner of Police.

For Information
(Pages 125 - 134)

10. **INTERNAL AUDIT UPDATE REPORT**
Report of the Head of Internal Audit and Risk Management.

For Information
(Pages 135 - 152)

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

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

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PERFORMANCE AND RESOURCE MANAGEMENT SUB (POLICE) COMMITTEE **Friday, 26 September 2014**

Minutes of the meeting of the Performance and Resource Management Sub (Police) Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Friday, 26 September 2014 at 9.30 am

Present

Members:

Deputy Douglas Barrow (Chairman)
Alderman Alison Gowman
Deputy Keith Knowles
Kenneth Ludlam

Officers:

Alex Orme	Policy Officer
Katie Odling	Town Clerk's Department
Neil Davies	Town Clerk's Department
Paul Nagle	Chamberlain's

City of London Police

Ian Dyson	Assistant Commissioner
Hayley Williams	Chief of Staff

1. APOLOGIES

An apology for absence was received from Don Randall.

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

There were no declarations of interest.

3. MINUTES

RESOLVED – That the Minutes of the meeting held on 28 May 2014 be approved.

4. OUTSTANDING REFERENCES

The list of outstanding references was noted.

5. HMIC INSPECTION UPDATE 2014-15

The Committee received a report of the Commissioner of Police which provided an update on the City of London Police response to Her Majesty's Inspectorate of Constabulary (HMIC) inspection reports as they were published over the course of the 2014/2015 financial year.

The Sub Committee discussed the recommendations contained in Appendix A and B to the report and it was agreed that an action plan responding to the HMIC recommendations be produced and included as a standing item on all Agendas.

The Sub Committee requested a briefing note be circulated before the next meeting which provided an update on the HMIC recommendations detailed Appendix B (Making Best Use of Police Time) with a completion deadline date of 31st October 2014.

Stop and Search – It was agreed to circulate an invitation to all Members of the Police Committee to be given the opportunity to accompany officers on patrol to experience how Stop and Search was implemented on the street.

RESOLVED – That the report be noted.

6. RISK REGISTER UPDATE

The Sub Committee received a report of the Commissioner of Police in relation to the Strategic Risk Register.

The Assistant Commissioner informed the Sub Committee that staff members were employed on fixed term contracts, however, if funding for a department were to be reduced or curtailed, alternative employment arrangements could be considered. He added that the Force was experiencing difficulties as a result of the volume of short term contracts and this strategy was being reviewed through the Force Budgeted Post Board that he Chairs.

SR 20 – ‘Policy approval and management process leaves Force open to potential litigation’ – It was agreed to circulate a note for information on completed Policies and any that were current or outstanding.

RESOLVED – That the report noted.

7. 1ST QUARTER PERFORMANCE AGAINST TARGETS IN THE POLICING PLAN 2014-17

The Sub Committee considered a report of the Commissioner of Police which summarised the performance against the Policing Plan for 2014 – 2017 for the first quarter of the 2014 – 2015 financial year.

1.7.1(b) – *‘Increase the number of high priority OCGs using fraud disrupted through national partnerships with national law enforcement agencies’* – The Sub Committee requested that the Assistant Commissioner provide greater clarity about how the Force was performing in combatting fraud OCG’s.

It was agreed to provide an overview report at the next meeting on 19 November 2014 in relation to Victim Satisfaction to include issues such as sample sizes and how the Force was ensuring these were representative of the population.

1.8.1(b) 'Ensure at least 85% of the City street population surveyed consider the police in the City of London are doing a good or excellent job' – It was agreed to investigate why trends had seen a decrease in satisfaction and this would be covered in the above report to the 19 November 2014 Performance Sub Committee.

RESOLVED – That the report be noted.

8. COLLABORATIVE SERVICES (CITY OF LONDON CORPORATION AND CITY OF LONDON POLICE)

The Sub Committee received a report of the Deputy Town Clerk regarding the ongoing work between the City of London Corporation and the City of London police to develop further shared service activities.

Contact centre – One Member raised concern regarding the incorrect sign posting of telephone. The Town Clerk agreed to investigate why callers were not being allocated to the right contact for 101. A response would be circulated to the Sub Committee before the next meeting.

The Assistant Commissioner expressed some concern over the accuracy of the information contained in paragraphs 2 and 3 of the report.

RESOLVED – That the report be noted and a further report on the Collaborative Services report be presented to the Sub Committee on *18 March 2015*.

9. INTERNAL AUDIT UPDATE REPORT

The Sub Committee considered a report of the Head of Internal Audit and Risk Management which provided an update on the internal audit reviews undertaken between May 2014 and August 2014.

Assurance Mapping – The Head of Internal Audit agreed to discuss the matter of Assurance Mapping with the City of London Police to identify gaps in assurance to inform future internal audit work.

Further details would be circulated in relation to police compensation claims, i.e. numbers, costs and trends, as part of the next audit update to the next meeting on 19 November 2014.

The Sub Committee discussed the revised completion dates for 2013/14 work and it was agreed to provide a progress report on the outstanding reviews, once completed.

It was noted that the delivery of the 2014/15 audit programme would be provided within the specified timescales.

It was noted that confirmation of resources, delivery plans and completion dates for the 2014/15 audit programme would be provided at the next meeting on 19 November 2014 within the internal audit update report.

RESOLVED – That the report be noted.

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

There were no questions.

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

There were no items of urgent business.

12. **EXCLUSION OF THE PUBLIC**

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

13. **NON-PUBLIC MINUTES**

RESOLVED – That the non-public minutes of the meeting held on 28 May 2014 be approved.

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

There were no questions.

15. **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 11.15 am

Chairman

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PERFORMANCE AND RESOURCE MANAGEMENT SUB (POLICE) COMMITTEE

OUTSTANDING REFERENCES

Meeting Date & Reference	Action	Owner	Status
28/05/2014 Item 3	Verbal Update regarding Value for Money (VfM)	Assistant Commissioner	Complete <i>Report to be received at the 4 December 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	Complete <i>To be received at the 4 December 2014 meeting of the Sub Committee.</i>
26/09/14 Item 3	Circulate the audit planning risk assessment model for the City of London Police.	Head of Internal Audit	Completed – e-mail circulated on 26 September 2014
26/09/2014 Item 3	Reference to HMIC should be made in the Annual Report of the City of London Police	Commissioner of Police	<i>Pending publication of Annual Report in 2015. HW to monitor and liaise with CoLP Corporate Communications to ensure this is included in Annual Report 2014/15.</i>
26/09/2014 Item 5	An action plan responding to the HMIC recommendations be produced, with deadlines, accountable officer, and status -the tracker, once	Commissioner of Police	Complete <i>To be received at the 4 December 2014 meeting of the Sub Committee.</i>

	produced, to be included as a standing item on all Agendas		
26/09/2014 Item 5	Note to be circulated before the next Sub Committee showing an update on HMIC recommendations in Appendix B (Making Best Use of Police Time) that have a deadline date of 31 st October 2014	Commissioner of Police	Complete- a note was sent to the Town Clerk's officers for onward transmission to Members on 3 rd November
26/09/2014 Item 5	Stop and Search – Invitation to all Members of the Police Committee to be given the opportunity to accompany officers on patrol to experience how S&S is implemented on the street.	Commissioner of Police	Complete- Chief Insp Hector McKoy has sent an invitation to Members via the Town Clerks Officers on 4 th November
26/09/2014 Item 6	SR20 – Circulate a note for information on Policies - completed, current and outstanding	Commissioner of Police	Complete- <i>this was included on the note sent to the Town Clerk's officers for onward transmission to Members on 3rd November</i>
26/09/2014 Item 7	1.7.1(b) the Force to provide greater clarity about how the Force is performing in combatting fraud OCG's	Commissioner of Police	In progress
26/09/2014 Item 7	Survey – An overview report to be produced on Victim Satisfaction to include issues such as sample sizes and how the	Commissioner of Police	Complete- <i>To be received at the 4 December 2014 meeting of the Sub Committee.</i>

	Force ensures these are representative of the population (where applicable)		
26/09/2014 Item 7	1.8.1(b) – increasing satisfaction with our policing services – identify why trends have seen a decrease in satisfaction.	Commissioner of Police	Complete- This is included in the above Report submitted for 4 th December meeting of the Sub Committee
26/09/2014 Item 8	Report on the Collaborative Services report in 6 months	Head of Corporate Performance and Development	In progress To be received at the 18 March 2015 meeting of the Sub Committee.
26/09/2014 Item 8	Contact centre – incorrect sign posting of calls – briefing of frontline contact staff to ensure callers are allocated to the right contact for 101. Feedback to be provided to the Committee	Town Clerks	In progress The contact centre have suggested two reasons - <ul style="list-style-type: none"> • Operator Error – staff have been reminded of the need for accuracy • When telephone numbers change, the Contact Centre need to be informed. <p>Any further occurrences can be followed up if the date and time details can be provided to the Contact Centre Manager.</p>
26/09/2014 Item 9	Assurance Mapping – Discussion with the CoLP to identify gaps in	Commissioner of Police/Head of Internal Audit	Complete – Outcome from Assurance Mapping exercise is included within the 4th

	assurance to inform future internal audit work		<i>December 2014 Internal Audit Update report</i>
26/09/2014 Item 9	Further details would be circulated in relation to police compensation claims (numbers, costs, trends)	Head of Internal Audit	<i>In progress</i> <i>Details will be provided when the audit outcome is reported in the next audit update report for the 4 December 2014 Committee</i>
26/09/2014 Item 9	Revised completion dates for 2013/14 work and provide a progress report on the outstanding reviews, once completed	Head of Internal Audit	<i>Complete</i> <i>Note of assurance on the finalisation of the 2013/14 audit work provided to Chairman on the 6th November confirming full completion of the 2013/14 audit plan</i>
26/09/2014 Item 9	Delivery of the 2014/15 audit programme would be provided within the specified timescales	Head of Internal Audit	<i>In Progress</i> <i>Confirmation of resources, delivery plans and completion dates for the 2014/15 audit programme will be provided to the 4 December 2014 Committee within the internal audit update report.</i>

Agenda Item 5

Committee(s): Police: Performance and Resource Management Sub Committee	Date(s): 4 th December 2014
Subject: Value For Money Benchmarking Analysis	Public
Report of: Commissioner of Police Pol 73-14	For Information
<p style="text-align: center;"><u>Summary</u></p> <p>Her Majesty's Inspectorate of Constabulary (HMIC) produces Value for Money (VFM) profiles annually for all police forces as a means of comparing budgets and spending with each other. Previous reports to your Sub Committee have identified the various contributory factors positioning the Force as an outlier. As a result Members asked for more work to be done in partnership with the Chamberlain's Department to ensure the City of London Police are delivering value for money in delivering its policing services.</p> <p>The review looked at cost comparisons and non-financial indicators to see how the Force performs against both its peers and the national average.</p> <p>Key Findings are:</p> <p>That the cost issues appears to be with :</p> <ul style="list-style-type: none">• Impact of National Policing• Police Officer costs• Non staff spend <p>Further to the above:</p> <ul style="list-style-type: none">• a key factor is the figure used for the notional population of the City of London <p>This report outlines the key findings of the Value for Money Analysis (Appendix A) carried out on behalf of the Force by external consultants.</p> <p>Recommendations</p> <p>It is recommended that Members note the contents of this report.</p>	

Main Report

Background

1. In order to provide some objective analysis in relation to Value for Money benchmarking, the Assistant Commissioner chaired a meeting with representatives from the Chamberlain's and Town Clerk's departments. The objective was to introduce an element of independent scrutiny to the value for money process, and in doing so drive efficiencies and cost savings where applicable.
2. It has been a working assumption that the City of London Police (CoLP) consistently appearing as a Value for Money (VFM) outlier in the HMIC VFM reports was due to the fact that it delivered a "unique" set of services in a "unique" set of circumstances. At the request of Members of the Performance and Resource Management Sub Committee, the Force, working jointly with the Chamberlain's Department, decided to test this assumption, and identify meaningful indicators of performance, cost and overall value.

Current Position

3. External Consultants undertook an analysis of the HMIC VfM profiles for the Force and identified a number of suitable forces to find more appropriate comparisons. This process involved deducting London Weighting and allowances on salaries and ensuring that where possible, costs relating to national policing were excluded.
4. The review looked at cost comparisons and non-financial indicators to see how the Force performs against both its peers and the national average. In addition, composite indicators were created where more than one indicator or measure are considered together, to give a more representative view of effectiveness and efficiency.
5. In the course of the discussions with the consultants, the issue of our National Lead responsibilities for Economic Crime and its consequential impact on our on-costs was raised. In 2014 since Action Fraud reporting has moved to CoLP, a new governance

structure, chaired by the Home Office, has been constituted which scrutinises National Lead Force (NLF) performance against a comprehensive performance framework. It was agreed therefore that this current work should focus upon the “core” Policing functions and responsibilities of the Force and not include the Lead Force responsibilities.

VfM Analysis

6. The initial analysis showed that there appears to be approximately £26m cost performance gap between the Force if operating at an average spend level (including earned income of approximately £11.3m). The analysis would indicate that the cost issues appears to be :

- Impact of National Policing
- Police Officer costs
- Non staff spend

The 46% difference between the Force spend and the average may also indicate that the Force is delivering more value in terms of outcomes and performance than the national average.

7. Following the initial analysis, it was agreed that a better comparison than just the average of all forces could be developed. The establishment of a notional peer group of smaller forces with similar issues (economies of scale, a smaller resident population). The result of this analysis reduces the difference between the Force and the Peer Group average for total gross expenditure by some £6.15m. This therefore reduces the overall performance gap to £15.14m

8. The Force has always been an outlier, in a positive way, by the amount generated in earned income. Once this earned income is taken into account, it reduces the cost performance gap to £7.8m (14%). This analysis appears to indicate cost issues in the following areas:

- Police Officer costs
- Non staff spend

These findings are consistent with the findings of the overall analysis at paragraph 6.

9. As well as the subjective analysis of costs, analysis was carried out on a functional basis. The VfM profiles also give data for the peer group on what forces spend on the different functions of policing. The outliers highlight yet again the support costs to the Force in comparison with others.

Non-financial VfM measures

10. In an attempt to identify the effectiveness aspect of VfM, further analysis focused on outcomes as opposed to inputs, or outputs. This can therefore help to put the costs and VfM into context. The Force has lower levels of recorded crime (particularly victim-based crime) and also has a much lower number of officers in visible roles. The Force also has the highest sanction detection rates of the peer group. Looking at these measures in isolation does not give a complete picture of performance or of VfM. By looking at composite indicators, a more meaningful picture of VfM can be derived.
11. Analysis of the composite indicators and comparisons with the peer group show that in some areas the Force is not considered an outlier, namely:
 - Net spend per % sanction detection rate
 - Net spend per % reduction in crime (other)

However, in other areas, CoLP remains high-cost, when compared to others. The lower level of visible officers (in absolute terms), does not equate with a higher rate of recorded crime per visible officer, suggesting that staffing levels could be higher.

A revised approach for comparing HMIC profile data

12. With the Force established as an outlier in the HMIC VfM profiles, a key factor in this was the figure used for the notional population of the City of London. The 2013 figure used by HMIC was 317,000 (Supplied by the Office for National Statistics) but there are arguments for using a higher figure. If we used a figure of 380,000 (which has been used in GLA analysis and projects), then this could be seen as a more representative measure of population and hence, Force activity.

13. As expected, by increasing the denominator for cost and performance measures, the ranking improves significantly, and the Force is no longer an outlier. A 10,000 increase in population has a £1.8 million positive effect on the Force budget in relation to VfM. Whilst this is a much better picture than the previous analysis, the rationale for changing the population figure needs to be robust and valid otherwise all other forces could argue for a similar change in their population figures. The Assistant Commissioner will be engaging with HMIC to argue a case for a higher notional population to be used, in conjunction with further work on cost elements in the areas above.

Conclusion

14. The cost performance analysis provides some evidence that indicates that the Force has an overall cost performance issue when compared with all Forces and also the notional peer group. In particular, the areas that the analysis has highlighted as consistently being of concern with regard to cost effectiveness have been –
 - Police Officer Costs (across all Functions)
 - Premises Costs (across all Functions)
 - Investigation Costs
 - Support Costs (both in functional terms and as a “Back Office” split)

In relation to the non financial measures of effectiveness i.e. the composite indicators identified, have shown mixed results in how cost effective the Force is in delivering its outcomes.

15. However, over shadowing all the above analysis is the issue of what is the correct population figure that should be allocated to the City of London. The analysis has shown that an increase of 63k has a significantly favourable result for the Force and highlights the sensitivity of the analysis to this figure.
16. This work has produced a diagnostic model that the Force can use to analyse future HMIC VfM profiles in a more meaningful way and identify more useful areas for further scrutiny.

Background Papers:

Pol 13/14 - February 2014 Performance Sub- Committee.

Appendices

Value for Money Analysis

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Value for Money Analysis

13 October 2014

1. CoLP's VFM Context

The Business Support Director, Chamberlain's Department, requested if Baker Tilly might be able to assist the City of London Police with some benchmarking on VFM. The Director highlighted that the CoLP have the national HMIC comparisons however they are currently not very meaningful as the CoLP is considered not very comparable to most other forces.

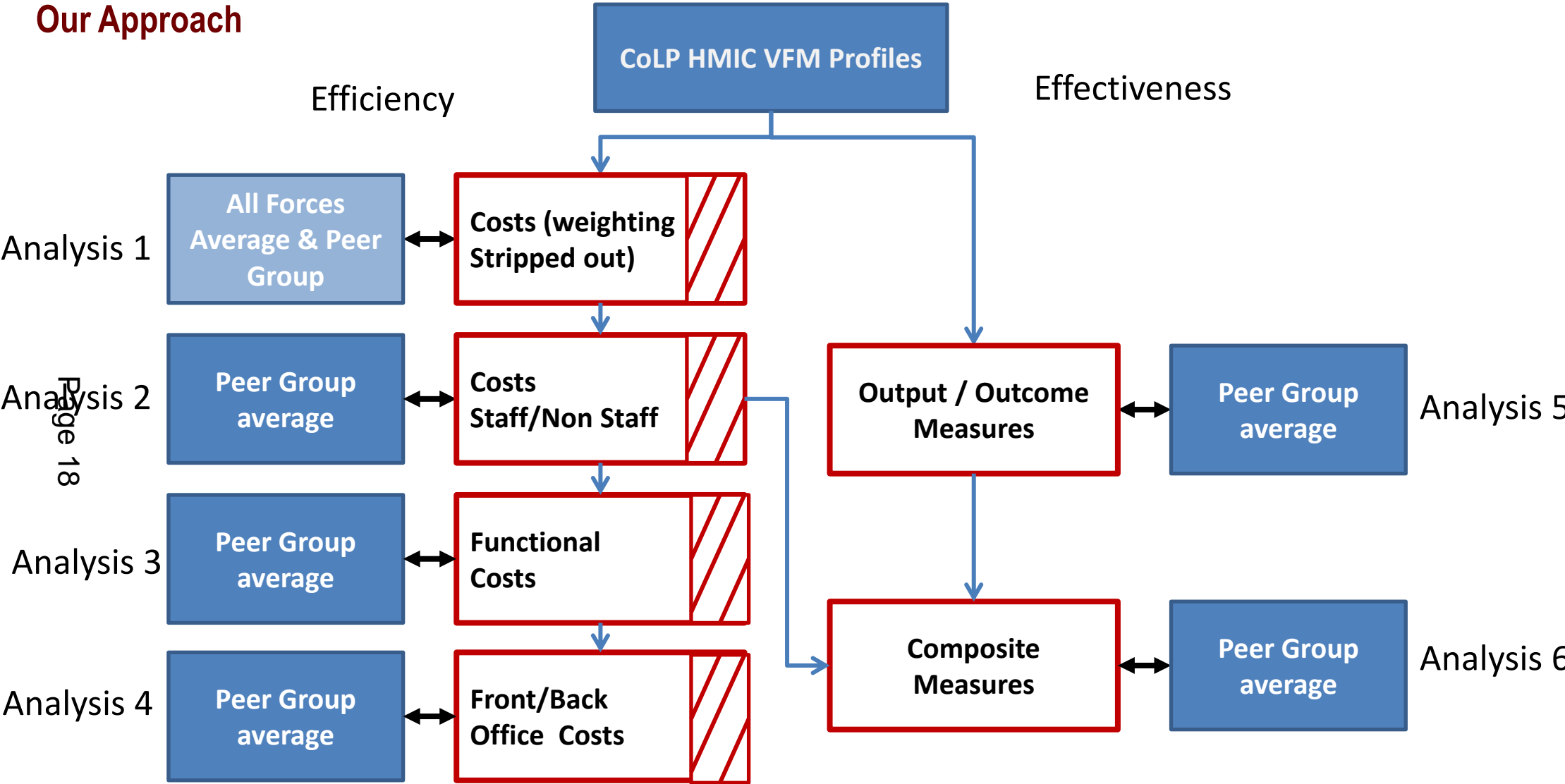
CoL / CoLP have previously concluded that the HMIC VFM profiles does not throw up any surprises due to the unique nature of the CoLP location and remit. The assumption being that the high cost of "unique" services and salaries allied to a small per head of population figure will seemingly always position the Force as an outlier in comparison with other regional forces.

This has led to a tacit acceptance (on the part of senior management, elected Members and HMIC) that no immediate remedial action was required. However, the Board and management wish to test this, and to try to identify any meaningful indicators of performance, cost and overall value.

Baker Tilly have undertaken a series of analysis of the HMIC VFM profiles for CoLP and have identified a number of suitable comparable forces to undertake appropriate comparisons. This has involved deducting London weighting and allowances on salaries and ensuring that where possible, costs relating to national policing are excluded to enable a "like for like" comparison.

We have looked at cost comparisons and non-financial indicators to see how CoLP performs against its peers. We have also looked at composite indicators, where more than one indicator or measure is considered together, to give a more representative view of effectiveness and efficiency. The next page gives an overview of the structure of our analysis.

Our Approach



Data Sources:

- CoLP Report on HMIC 2012 VFM Profile
- HMIC 2013 VFM Profile

Our Approach

Shown in the diagram on the previous page, the process in finding effective and worthwhile VFM comparisons for CoLP has had several stages.

This has involved taking data and indicators from a consistent source – the 2013 HMIC VFM Profiles – and making adjustments to the CoLP figures to give a more equitable comparison.

This has included:

- Stripping out costs relating to National Policing activities and London Weightings & Allowances
- Identifying a useful peer group of forces for comparisons
- Looking at financial data and measures
- Making comparisons from a number of aspects (type of expenditure, functional basis and front / back office split)
 - Looking at non-financial measures and outcomes
 - Developing composite indicators, combining financial and non-financial measures

From this multi-stage analysis, we have been able to draw conclusions about how CoLP compares with some other forces and also how effective the force is in terms of VFM. We have also identified areas for further investigation and developed an effective tool / methodology for assessing VFM and performance against peers that can be used in subsequent years and owned and maintained by CoLP.

Summary and Conclusions



Summary & Conclusions

Baker Tilly were tasked by CoLP to assist them in producing objective evidence that would enable them to make an informed claim that as a Force they were either providing VFM or not. In doing so we have provided CoLP with insights on the standard data that has enabled CoLP to begin to make that judgement .

- The initial approach taken was to take the cost data provided by CoLP and developed a methodology that enabled CoLP to compare their cost performance with one that was based on their cost as if they were operating at the average for all English Forces. This identified a cost gap of ~**£26m** when the factors of “London weighting” and “Earned Income” were taken into account .

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Having gained approval of this approach, a similar analysis was undertaken but with an identified Peer group of “similar size “ Forces. This analysis narrowed the cost gap to ~ **£7.8m** with Police Office Costs and Non staff spend being highlighted as the primary cost issues .

- Staff and Non Staff cost categories were examined in more detail, this identified specific categories where the spend performance with other forces could be improved significantly. Eg there is a potential to make a saving of ~**£3m** on the £33m that is spent on Supplies & Services if procured as effectively as the peer group.
- The cost data was also analysed from a Functional basis eg Local Policing, Operations etc this analysis highlighted a significant cost performance gap in Support ~ **£10m** when compared with the Peer Group.

Summary & Conclusions

- Upon reviewing the cost data on a Front Office /Back Office basis .eg Visible Front Line, Business Support etc this again has highlighted a significant cost performance gap in respect of Front Line Support and Business Support of **~£13m**
- Therefore the results of the various Cost Performance analysis that have been undertaken has indicated that CoLP have costs performance issues in comparison with their peers specifically in the following areas
 - ***Police Officer Costs (across all Functions)***
 - ***Premises Costs (across all Functions)***
 - ***Investigation Costs***
 - ***Support Costs (both in functional terms and as a “Back Office” split***
- In VFM terms, cost and efficiency are only one side of the equation. To determine an organisations VFM you need to also look at the outcomes that the organisation produces. For instance if an organisation spent 20% more on running itself then its peers but delivered 20% more in terms of outcomes, you could claim that it was delivering VFM .
- To that effect we have identified/examined a selective number of CoLP outputs/outcomes. Eg No of Visible Officers, % Crime reduction, however these measures in isolation do not give a true picture of how cost effective the CoLP is as an organisation . Therefore we have developed a set of composite indicators eg the cost of achieving crime reduction which we believe gives a more truer indication as to the cost effectiveness of CoLP .

Summary & Conclusions

- To that effect six composite indicators have been identified which following a comparison with the peer group we have then attempted to rate as to whether the indicator is showing the CoLP to be effective or not. To date we have as a results of the comparison that CoLP are not effective in two of the indicators and effective in two of the others , two further indicators require discussion .
- Finally, one of the key pieces of data that has been used throughout the analysis is the population size for CoLP ie 317k. (This figure is the one used by HMIC and is taken from data provided by ONS) This has been challenged by CoLP who have suggested that this figure should be higher and have identified a figure of 380k . We have undertaken a piece of analysis using the 380k figure to see what effect this may have on the result . The analysis shows that this has a significant effect on the cost gap performance and produces a positive cost gap of~ £3m as opposed to a negative~ £7m . Also we have identified that for every increase in the population of 10,000 this has a positive £1.8 m effect.
- A summary of the analysis can be seen on page 17

Results Summary

Category	Analysis Result
1.Overall Cost Performance vs Peer Group (popn 317k)	Indicates a ~£7.8m overall overspend
2.Cost performance on Non Staff Costs vs peer group	Indicates a ~£7.6m overspend
3.Cost performance of Functions vs peer group	Indicates a ~£13.5m overspend
4.Cost performance of Front/Back Office vs peer group	Indicates a ~£13.3 m overspend
5.Six Cost effective composite indicators	Indicates a mixed result
6.Overall Cost Performance vs Peer Group (popn 317k)	Indicates a ~£3m overspend

Please note that 2, 3, 4, cannot be added to give a total savings as they are the results of independent analysis

In Conclusion

- The cost performance analysis provides some evidence that indicates that perhaps CoLP have an overall cost performance issue when compared with the all English Forces and the notional Peer group. Even when the London weighting and earned income have been taken into account, it shows a significant cost gap based on the 317k population.
- We would recommend rerunning the analysis based on this years HMIC data profiles which will give you an up-to-date picture. You may wish to have the results independently verified.

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In particular the areas that the analysis has highlighted as consistently being of concern with regards cost effectiveness have been

- Police Office Costs (across all Functions)
- Premises Costs (across all Functions)
- Investigation Costs
- Support Costs (both in functional terms and as a “Back Office” split

We would recommend that these specific areas require more detail investigation in relation to spend analysis with other forces

In Conclusion

- In relation to the non financial measures of effectiveness ie the composite indicators that we have identified here the picture is a little mixed in terms of how cost effectively CoLP are delivering their outcomes and more analysis and discussion around the what the key composite indicators should be than we have been able to cover in the timescale.
- However overshadowing all the above analysis is the issue of what is the correct population figure that should be allocated to CoLP. As our analysis has shown that an increase of 63k has a significantly favourable result for the force and highlights the sensitivity of the analysis to this figure.
- Regardless of which population figure is used , the analysis has shown that there are specific areas that the CoLP do not appear to be delivering VFM

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Appendices



Appendix A: Establishing a Peer Group for CoLP

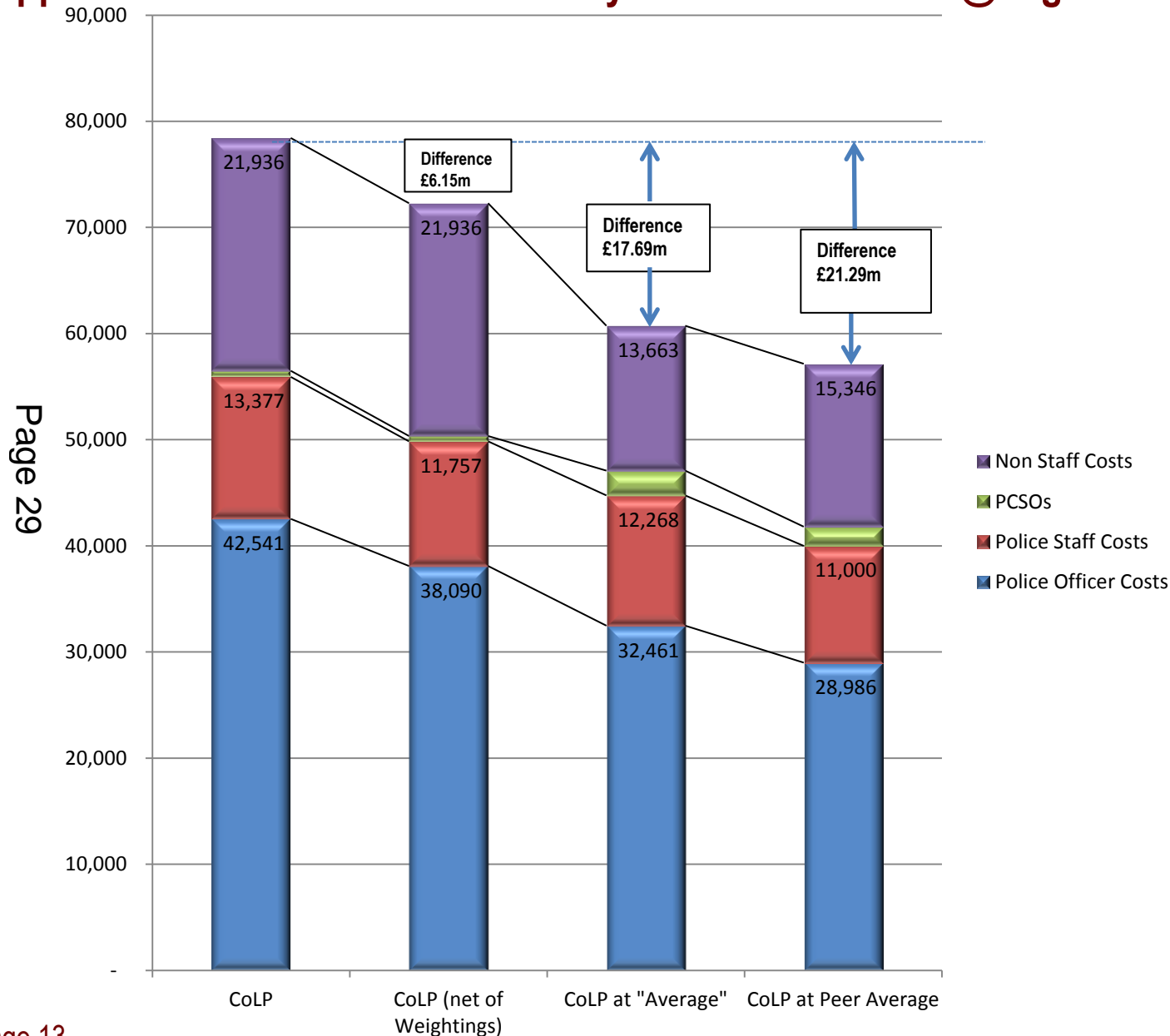
We have chosen a group of 6 other forces with a relatively small population and a similar sized workforce, and the group covers a range of 2.1 to 3.3 workforce FTEs per 1,000 population .

The Peer Group comprises:

Force	Population	FTEs	FTE/ 000 Pop.
CoLP	317,000	1,028	3.24
Cambridgeshire	807,000	2,325	2.88
Gloucestershire	598,000	1,811	3.03
Lincolnshire	715,000	1,473	2.06
Northamptonshire	694,000	2,178	3.14
Suffolk	730,000	2,248	3.08
Warwickshire	547,000	1,447	2.65

Comparisons have then been made to the average of this peer group (including CoLP data). **A consistent data source of the HMIC 2013 VFM Profiles was used.**

Appendix B: Initial Benchmark Analysis based on CoLP @Avg of Peers (Based on 2013 HMIC data)



This graph shows 4 columns and comparisons.

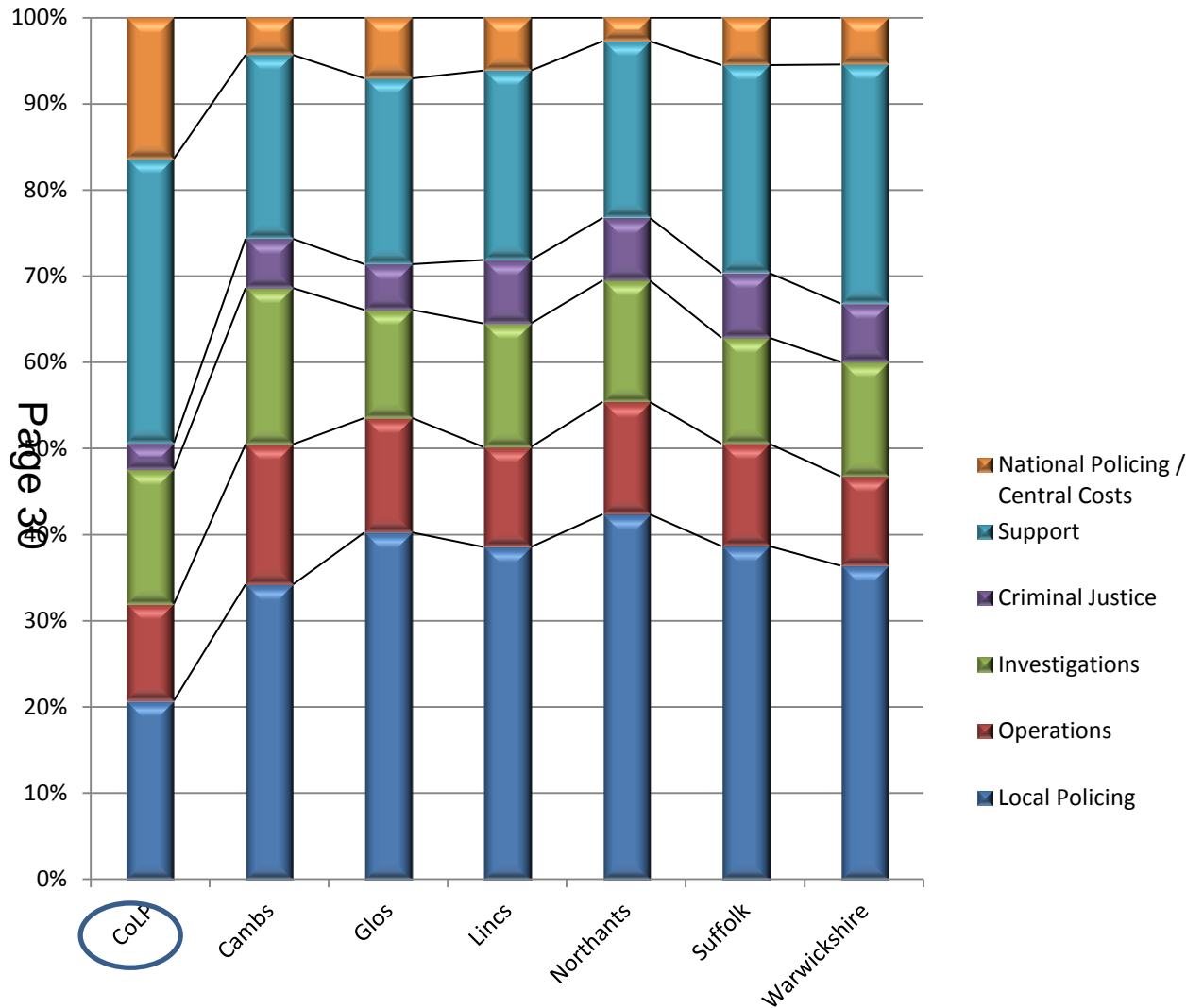
The first column on the left is the CoLP spend as per the 2013 VFM Profile.

The second strips out London Weightings to give a fairer comparison.

The third column is what CoLP would spend, if it spent at the average level of **all** forces.

The final column is CoLP spend if it spent at the average level of the **peer** group.

Appendix C: Composition of Spend – across functions



From the graph, it can be seen that CoLP spends a significantly lower percentage of its expenditure on:

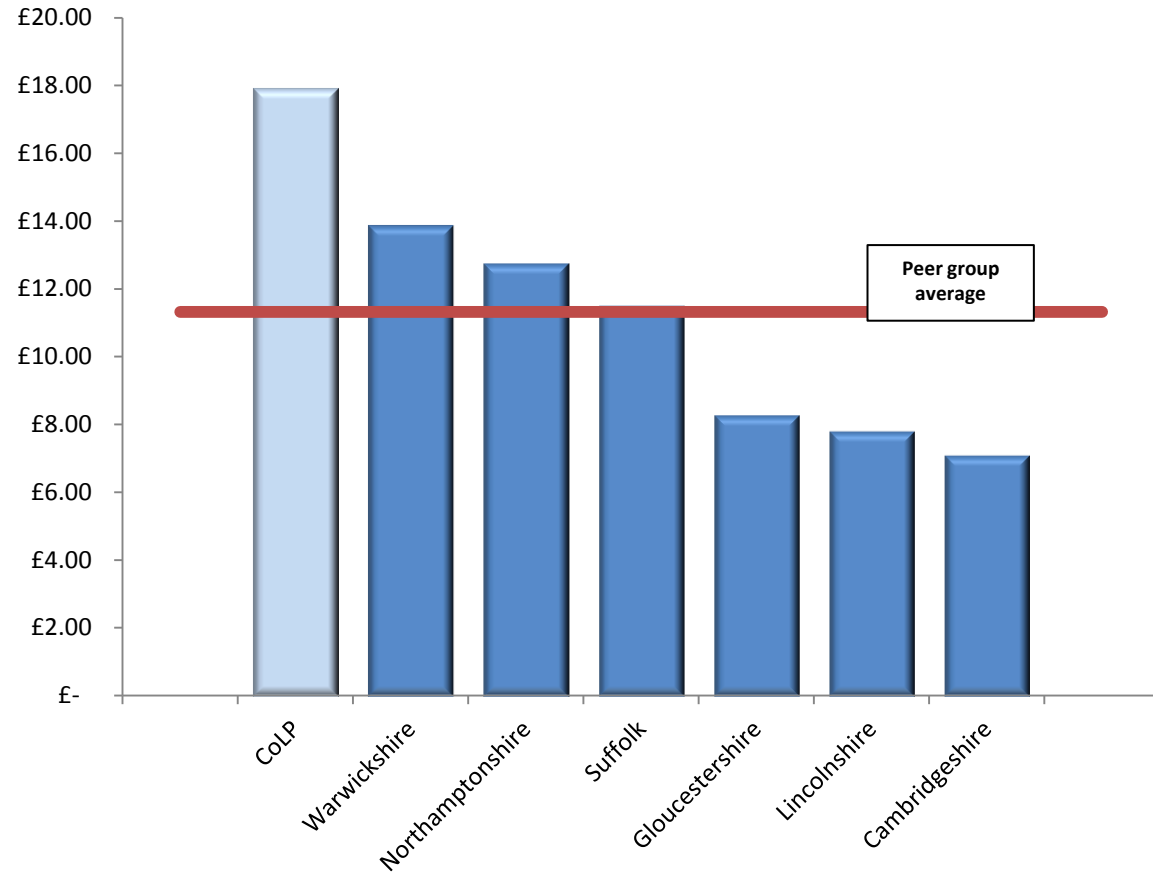
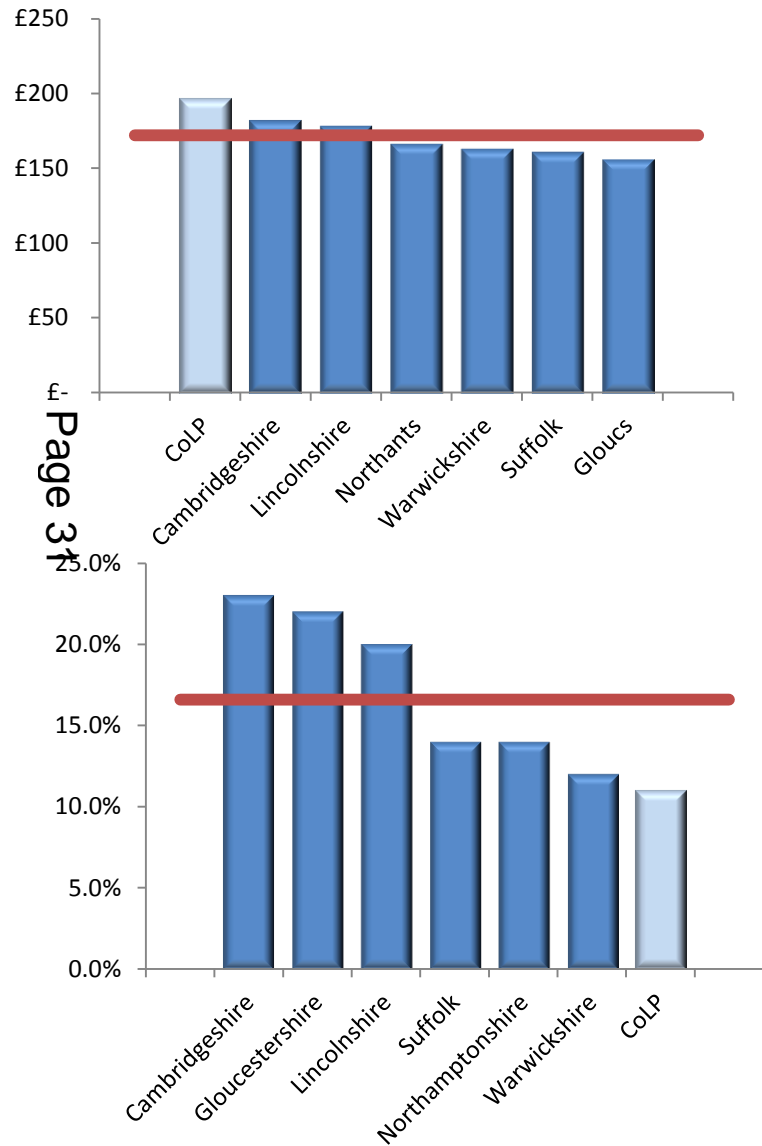
- Local Policing and
- Criminal Justice

The force also spends a higher proportion than others within the peer group on:

- National Policing and
- Support

Proportions of spend on Operations and Investigations are broadly in line with other forces.

Appendix D: Net Expenditure per head for every 1% reduction in crime (Overall)



CoLP spends significantly higher than average for each percentage reduction in crime.

Appendix E: VFM Analysis based on the Composite Indicators

Composite Indicator	Avg Peer	CoLP	Diff	%Diff	Effective /Not Effective
Net Expenditure per head for every 1% reduction in crime (Overall)	£11	£18	£7	64%	Not Effective
Net Expenditure per head for every 1% reduction in crime (Victim-based)	£14	£28	£14	100%	Not Effective
Net Expenditure per head for every 1% reduction in crime (Other)	£10	£7	(£3)	(30%)	Effective
Recorded crimes per visible officer	49	22	27	(110%)	Depends on view
Sanctions per Visible Officer	12.0	6.5	5.5	(85%)	Depends on view
Cost (Net Exp per head) for every % of Sanction Detection Rate	£7.00	£6.80	(£0.20)	(3%)	Effective

Analysis of the composite indicators and comparisons with the peer group show that in some areas CoLP is not considered an outlier, namely:

- Net spend per % sanction detection rate
- Net spend per % reduction in crime (other)

However, in other areas, CoLP remains high-cost, when compared to others. The lower level of visible officers (in absolute terms) does not equate with a higher rate of recorded crime per visible officer, for example, suggesting that staffing levels could be higher than is necessary.

Appendix F: Post Script - Revisiting the Original Analysis

(based on data from HMIC VFM profiles with revised notional population figures for CoLP)

A revised approach for comparing HMIC profile data

With CoLP established as an outlier in the HMIC VFM profiles, a key factor in this was the figure used for notional resident population – far lower than for other forces.

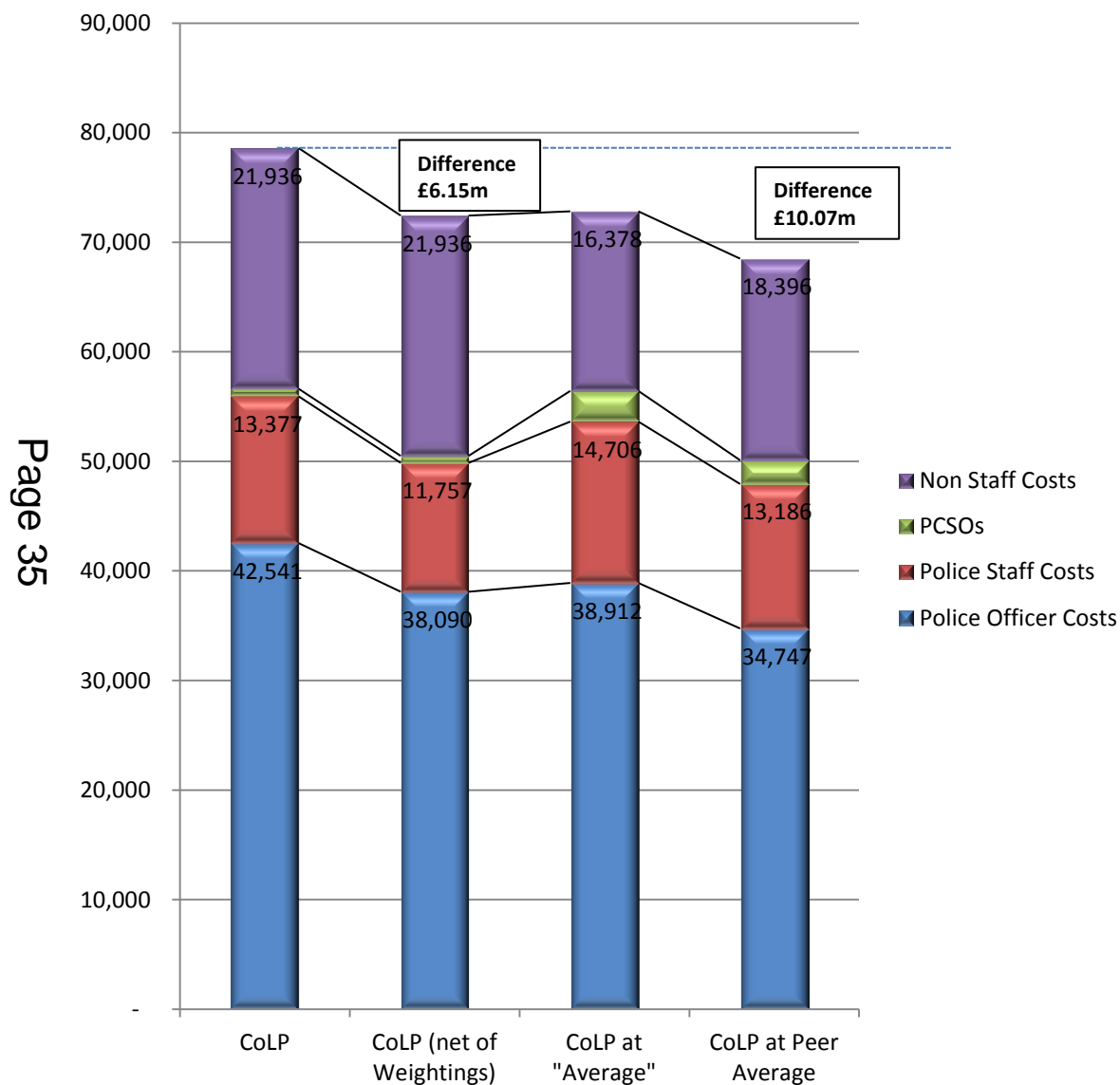
The 2013 figure used by HMIC was 317,000 - but there are arguments for using a higher figure to take account of CoL's transient daytime population.

Page 36
If we used a figure of 380,000 (which has been used in other GLA analysis and projects) then this could be seen as a more representative measure of population and hence CoLP activity.

As with previous analyses, we have stripped out any London weightings and allowances on salaries.

The cost figures and data for this analysis were taken from the 2013 VFM Profiles for the forces within the peer group (as downloaded from the HMIC website) .

Benchmark Analysis based on CoLP @Avg of Peers (Based on 2013 HMIC data) – 380,000 Pop.



The graph on the next page shows 4 columns and comparisons.

The first column is the CoLP spend as per the 2013 VFM Profile.

The second strips out London Weightings to give a fairer comparison.

The third column is the CoLP spend if it spent at the average level of all forces in England & Wales.

The final column is CoLP spend if it spent at the average level of the peer group.

Summary - Benchmark Analysis based on CoLP @ Peer Average - Notional Pop. of 380,000

	Current CoLP 2013 £000 (a)	Minus London Weighting s £000 (b)	CoLP @ Peer Avg 2013 £000 (c)	Diff £000 (b) – (c)
Police Officer Costs	42,541	38,090	34,747	3,343
Police Staff Costs	13,377	11,757	13,186	(1,429)
PCSOs	571	494	2,170	(1,676)
Non Staff Costs	21,936	21,936	18,396	3,540
Total Expenditure	78,426	72,277	68,499	3,778
Earned Income	(9,859)	(9,859)	(3,093)	(6,766)
Total Exp net Income	£68,567	£62,418	£65,406	(£2,988)

- As expected, by increasing the denominator for cost and performance measures, the ranking of CoLP (in VFM terms) improves significantly, and the force is no longer an outlier. For sensitivities on this, a **10,000 increase in population has a £1.8 million effect**
- Whilst this is a much better picture than the previous analysis, the rationale for changing the population figure needs to be robust and valid... otherwise all other forces could argue for a similar change in their population figures
- The other issue is that reliance on this purely notional figure to influence VFM may actually mask the real issues of VFM in the provision and cost of services
- Even with the population increase, CoLP remains high in the group for costs, mainly in the areas of :
 - Staffing costs, number and ranks
 - Non staff spend
- This suggests that a discussion with HMIC is needed on the rationale for a higher notional population, in conjunction with further work on cost elements in the areas above.

Agenda Item 6

Committee(s):	Date(s):
Police: Performance and Resource Management Sub Committee	4 th December 2014
Subject: Satisfaction Surveys	Public
Report of: Commissioner of Police Pol 74/14	For Information
Summary	
<p>At your September Sub Committee Members raised concerns regarding the performance in relation to satisfaction surveys. The Assistant Commissioner undertook to bring a report to the November meeting of your Sub Committee.</p> <p>This report provides an overview of issues relating to Victim of Crime Satisfaction Surveys including the Home Office (HO) requirements to return quarterly data; weightings applied and national and Force data for the five core questions asked in the surveys and City of London Police (CoLP) practice which include volume crime categories of Theft, criminal damage, 'other' violence and non domestic burglaries, in addition to the HO categories.</p> <p>In terms of performance, most comments received for CoLP are positive; where expressed satisfaction is high, it is often related to the interpersonal skills and professionalism of the officer dealing. There are relatively few dissatisfied responses even when satisfaction rates are low. However, predominant themes relate to unmet expectations around CCTV, victims feeling like they are not being taken seriously and lack of progress updates. In order to make improvements in this area the Force is bringing a number of changes on line one of which is establishing a Visual Images Identification Office (VIIDO). This unit will assess, view and collect imagery from crime scenes and will be the central repository for all digital imagery for the Force; this will improve the efficiency and effectiveness of handling and processing CCTV footage. One of the other main changes is the transfer of the Crime Management Unit (CMU), (which is essentially the first port of call where crimes are received and screened), to Crime Investigation Directorate. This will enhance the responsibilities of the unit and improve investigation, efficiency and quality of victim updates.</p> <p>There is also an internal action plan around improving Victim Satisfaction outcomes. This includes making improvements to supervision of crimes and educating officers in respect of follow up and first point of contact.</p> <p>Recommendation It is recommended that Members receive this report and note its contents.</p>	

Main Report

1. BACKGROUND:

Home Office Requirements and Targets

1.1 Victim satisfaction surveys provide an indication of victims' perception of the quality of service they have received from police. In terms of police accountability to the public, satisfaction is important in its own right. In addition, it is regarded as having a crucial role in crime reduction. Positive experience when encountering the police is linked to the perception of policing legitimacy, and contributes to public willingness to cooperate (e.g. provide intelligence and act as witnesses) and obey the law. This in turn contributes to crime reduction. Victim satisfaction rates are therefore seen as an important indicator and are included in a range of HMIC force assessments (e.g. each force's Response to the Funding Challenge 2013).

1.2 All police forces are required to return quarterly data to the Home Office (HO) relating to satisfaction levels of victims of crime and racist incidents. Technical guidance must be followed in order to achieve consistency across the service:

- The surveys must be conducted using telephone methodology by a recognised market research company or trained field workers. CoLP outsources the surveys to a research company, SPA Future Thinking (SPA).
- Victims must be surveyed between 6 and 12 weeks after the crime or incident is recorded.
- Survey scripts must be structured around core questions that explore satisfaction responses across four stages of interaction: initial contact, actions, follow-up, treatment, and then satisfaction with the whole experience (service provided).
- Victims of Domestic Burglary, Violent Crime (assaults and robbery), Vehicle Crime (theft of and from a vehicle, and vehicle interference) and racially aggravated crimes and incidents must be surveyed.

1.3 Results published by the HO are adjusted to give equal weight (33.3% each) to each of Domestic Burglary, Violent Crime and Vehicle Crime categories, regardless of the actual number of respondents in each category. Results for racist crimes and incidents are reported separately.

1.4 The number of responses City of London Police (CoLP) can achieve from these mandatory crime categories alone is low (generally 30-45 per quarter). To ensure that the experience of the majority of victims of crime in the City is captured, CoLP includes victims of theft, criminal damage, other violence and non-domestic burglary crime categories. This increases the responses to around 180 per quarter. Data for the non-mandatory categories is not submitted to the HO.

1.5 The challenging Policing Plan target to achieve 90% victim satisfaction with the Whole Experience¹ is based on the un-weighted calculation of the number of respondents who answer Completely/Very/Fairly Satisfied, as a percentage of all respondents

¹ The question asked is: "Taking the whole experience into account, are you satisfied, dissatisfied or neither with the service provided by the police in this case?"

excluding 'Don't Knows'. There is also a 2014/15 Policing Plan Target derived from the Victim of Crime Survey to monitor satisfaction with crime outcome, but no target level has yet been set. Data for other satisfaction targets within the Policing Plan (Fraud and ASB) comes from separate surveys.

1.6 Comparison with other forces for the data set used for the Policing Plan target is not available². For the HO data set, rolling 12 month weighted categories, between June 2011 and June 2014 the national average ranged from 84.7% to 86.1%, and a result of 90% would always rank a force within the top three. CoLP achieved 90%+ for these weighted categories twice during the period. However, due to the low numbers and the effect of weighting, CoLP's results fluctuate greatly and have ranged from 75% (Q2,2012) to 91% (Q2,2011), averaging 86%. For the rolling 12 month period ending September 2014 the published result for CoLP will be 87%.

2. NATIONAL FIGURES FOR HOME OFFICE DATA

2.1 Home Office categories: Chart 1 shows the national trend for HO weighted data for the five core questions. Chart 2 shows CoLP's results for the same.

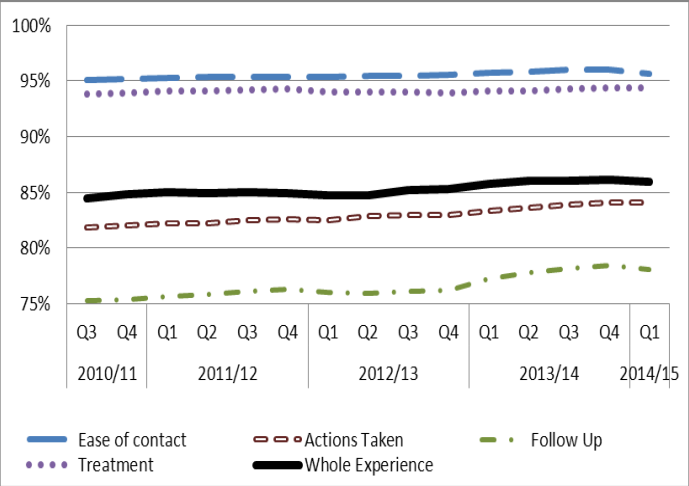


Chart 1: National Rolling 12 month results (HO categories weighted)

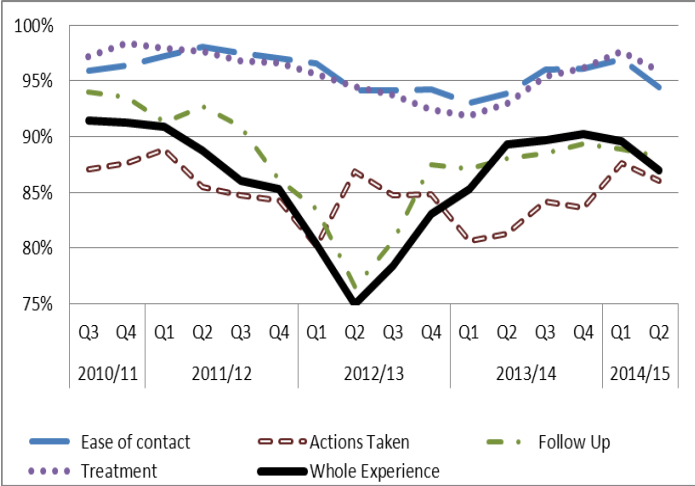


Chart 2: CoLP Rolling 12 month results (HO categories weighted)

² Another force in the south east region also surveys victims of theft, criminal damage and burglary other than a dwelling. Their monthly results for these categories average 80% between April 2013 and August 2014. Their weighted HO categories results average 84%.

Quarter / (no of respondents)	CITY OF LONDON POLICE RESULTS BY HO CALCULATION CRITERIA (Rank out of 43 forces – national data not yet available for Sep 2014)					Whole Experience Unweighte d
	12 months ending:	Ease of Contact	Actions Taken	Follow Up	Treatment	
Q1,12/13 (157)	96.6% (12 th)	80.2% (33 rd)	83.5% (3 rd)	95.6% (10 th)	80.4% (42 nd)	81.0%
Q2,12/13 (137)	94.1% (35 th)	86.9% (9 th)	76.5% (23 rd)	94.4% (21 st)	75.0% (42 nd)	78.8%
Q3,12/13 (132)	94.2% (35 th)	84.8% (15 th)	80.7% (13 th)	93.7% (32 nd)	78.4% (42 nd)	78.8%
Q4,12/13 (138)	94.3% (32 nd)	84.8% (19 th)	87.5% (3 rd)	92.4% (36 th)	83.1% (34 th)	81.2%
Q1,13/14 (134)	93.0% (41 st)	80.7% (32 nd)	87.1% (2 nd)	91.9% (39 th)	85.3% (28 th)	81.3%
Q2,13/14 (131)	97.7% (5 th)	81.3% (33 rd)	88.1% (1 st)	93% (35 th)	89.3% (6 th)	84.0%
Q3,13/14 (141)	96.0% (22 nd)	84.2% (22 nd)	88.5% (1 st)	95.4% (16 th)	89.7% (5 th)	85.1%
Q4 13/14 (140)	96.1% (24 th)	83.6% (25 th)	89.4% (1 st)	96.1% (5 th)	90.2% (2 nd)	85.0%
Q1 14/15 (142)	97.0% (13 th)	87.6% (8 th)	88.9% (1 st)	97.6% (1 st)	89.6% (4 th)	84.5%
Q2 14/15 (152)	94.5%	86.1%	88.2%	95.2%	87.0%	80.3%

Table 1: CoLP Weighted Results for Vehicle Crime, Assaults and Domestic Burglary

2.2 As a result of the low number of domestic burglaries in the City of London, responses from this category of victims have a disproportionate effect when weighting criteria is applied. This, combined with the known problems of percentages of small numbers, can lead to large fluctuations. For example, the latest result includes 5 victims of domestic burglary, all of whom were satisfied. Had one of these respondents been dissatisfied or answered neither/nor, the Whole Experience rate for Q2 2014 would be 80.3% instead of 87%. Table 1 shows CoLP HO results since 2012/13 together with the national ranking up to Q1 2014). For comparison purposes, the final column shows the un-weighted satisfaction rate for the same crime categories of crime.

2.3 *Whole Experience:* From a low position in 2012/13, Whole Experience satisfaction improved to 90.2% in March 2014, which ranked CoLP 2nd. It slipped slightly in the next quarter and is likely to be around 19th when national data for September is known.

2.4 *Treatment:* National results for Treatment have a relatively small range, so very small percentage differences can have a large effect on ranking. From a low point of 39th with 91.9% in June 2013, satisfaction with Treatment improved to top position for June 2014 (97.6%). The slip of 1.4 percentage points to 95.2% in quarter 2 is likely to rank CoLP around 15th.

2.5 *Follow Up:* CoLP is frequently ranked top for follow up, and is likely to remain in this position for the next quarter.

2.6 *Actions Taken:* Q1 2014 saw CoLP's highest result for Actions Taken (87.6%) for the last ten quarters, ranking the Force 8th. It has since fallen slightly to 86.1%, which is likely to have a small negative impact on ranking, around 10th or 11th.

2.7 *Ease of Contact*: As with Actions Taken, national results for Ease of Contact have a small range (89.5% and 98.4% in June 2014). CoLP results fluctuate but the drop to 94.5% in Q2 is likely to drop the Force to about 33rd.

3. CITY OF LONDON POLICE VICTIM OF CRIME SURVEYS

3.1 To capture the experience of the majority of victims of crime in the City, it is necessary to include volume crime categories - theft, criminal damage, other violence and non-domestic burglary – in addition to the HO categories. Data for the non-mandatory categories makes up between 75% and 80% of respondents, but is not submitted to the HO or included in their results. It is this wider data set, including all but the most vulnerable victims, that is used for informing the Policing Plan Targets.

3.2 To avoid the wide fluctuations described above, calculations are not weighted by crime type.

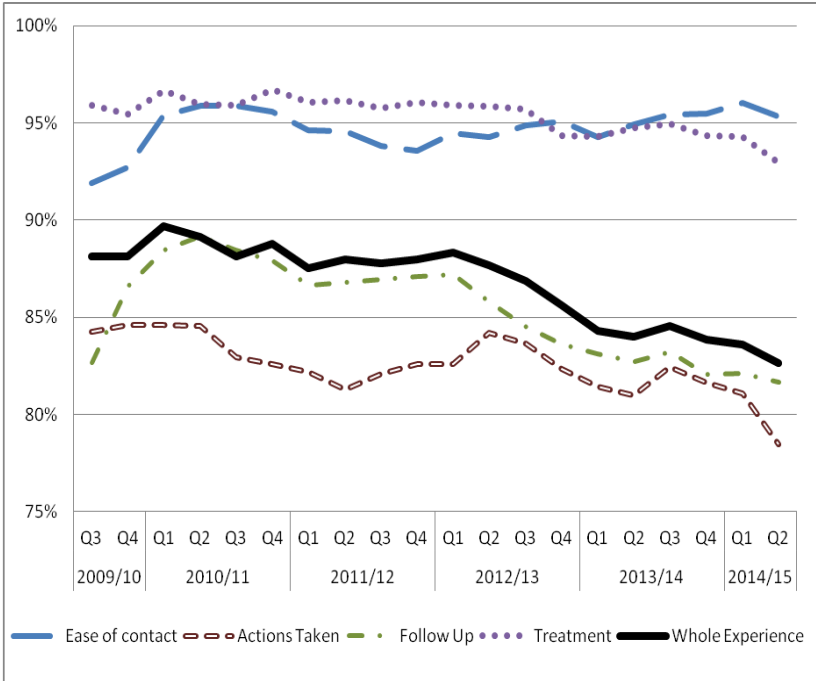


Chart 3 shows that performance over the last two years has fallen steadily across all areas except ease of contact. It is already clear that the 2014/15 Policing Plan Target of 90% for Whole Experience cannot be met.

Charts 4-8 in Appendix A illustrate CoLP changes since Q1 2009/10 for each of the five core questions.

Chart 3: CoLP Rolling 12 month results (unweighted, all crime categories)

3.3 There have been no significant changes to the core questions since April 2007 when telephone methodology was introduced. However, the number of people surveyed has varied over time and with it the proportion of respondents from different crime categories.

3.4 A decision was made in 2011 to reduce costs by reducing the number of responses SPA was required to achieve for VOC surveys from 2012/13 onwards. As can be seen

from Chart 3, the lower number of responses coincides with the commencement of the reduction in satisfaction levels. Table 2 shows that numbers of respondents have fluctuated in the past and there is no obvious link between number and satisfaction rate. Nevertheless SPA has been asked to increase the number of respondents with effect from Q3 2014/15.

Financial year	Number of respondents	Satisfaction Rate
2009/10	700	88.1%
2010/11	1032	88.8%
2011/12	913	88.0%
2012/13	689	85.6%
2013/14	762	83.9%

Table 2: Number of respondents and satisfaction rates by financial year.

4. UNDERSTANDING PERFORMANCE

4.1 Free text comments questions, “Why do you say that?” follow each of the core questions. Analysis of responses assists in identifying actions and behaviours that attract high assessments of satisfaction, and the specific issues that victims use to explain negative impressions of the service they have received. In addition the College of Policing has summarised academic research on the subject and other forces have commissioned focus groups of victims. Some of the findings are referred to below.

4.2 Factors influencing Satisfaction

4.2.1 Most comments are positive and evidence that victims appreciate being taken seriously. Empathy at the point of taking the crime report and proactive contact from police is seen as a demonstration of interest and understanding. Where expressed satisfaction is high, it is very often related to the interpersonal skills of the officers.

4.2.2 OPM’s³ research and focus groups on behalf of MPS found that most victims have realistic expectations regarding the level of investigation that will be put into crimes, and are impressed with the service when their expectations are exceeded. This finding is supported by many positive comments in responses to the CoLP VOC survey.

4.2.3 Another OPM finding was that some victims no longer expect updates, and when good quality follow up is proactively provided this often seen as an indication of real service commitment. Again, this finding is supported in the CoLP survey’s “Completely Satisfied” responses.

4.2.4 Efficiency and professionalism are frequently cited as reason for high satisfaction.

4.2.5 Satisfied comments usually make some reference to how victims felt they were treated – e.g. empathy, politeness, good listening skills, being kind and helpful. This supports the College of Policing’s finding that treatment has the strongest influence on satisfaction.

³ Report by OPM “Listening to Clients” on behalf of MPS (March 2005)

4.3 Factors influencing Dissatisfaction

There are relatively few dissatisfied responses, even when satisfaction rates are low (Table 3). Respondents who answer “Neither Satisfied nor Dissatisfied” count along with the dissatisfied as non-satisfied responses. This accords with HO technical requirements.

Apr-Jun 2014/15 Whole Experience	Frequency
Completely Satisfied	102
Very Satisfied	31
Fairly Satisfied	14
Neither Satisfied nor Dissatisfied	15
Fairly Dissatisfied	4
Very Dissatisfied	5
Completely Dissatisfied	9
Total	180

Table 3: Number of responses by level of satisfaction Q1 2014/15

Predominant themes for dissatisfaction relate to:

4.3.1 *Unmet expectations around CCTV:* Sometimes the expectation might be regarded as unrealistic, where victims fail to understand the limitations of CCTV, the likelihood of identifying a suspect caught on CCTV, or the resourcing implications of watching hours of footage. Often, however, the dissatisfaction is caused by what the victim regards as police inefficiency resulting in missed opportunities. Typically this occurs when there are long delays in collecting or viewing available CCTV, especially if the victims themselves tracked down the CCTV and informed the police that it is available. To combat these issues CoLP are introducing a new Visual Images Identification Office (VIIDO) which will assess, view and collect imagery from crime scenes and will be the central repository for all digital imagery for the force. It will also seek to strengthen the process of producing imagery for court purposes and will work in collaboration with the Metropolitan Police VIIDO unit to identify unknown suspects involved in crime via a network of Police super recognisers based both in the Metropolitan Police and City of London. This unit will also be looking at support from the public in their quest and will be supported by the Police volunteer scheme.

4.3.2 Victims feeling that they have not been taken seriously or have been discriminated against because they have had some alcohol. There are also cases where victims have been unable to report their crime at first point of contact, being told by officers to report it when they are sober. Not only have victims found this insulting, but they are angry when investigative opportunities are lost because of the delay.

4.3.3 Although CoLP is regularly ranked top nationally for Follow Up in the HO categories, lack of up-date is fairly commonly given as the cause of dissatisfaction. For crimes of theft it is quite common to find that crimes where the victims express dissatisfaction with follow up have actually been screened out by the Crime Management Unit (CMU), i.e. not allocated for investigation. It is expected that quality of communication to victims will improve when CMU transfer to the Crime Investigation Directorate from Intelligence & Information. They will then have an enhanced function, with desk-top investigations conducted and supervised by warranted officers, and also a performance regime that will include management of backlogs, victim contact, NCRS compliance and crime finalisation.

4.3.4 Perceived lack of police action. Victims complain when lack of action makes it appear that crime reporting is just a bureaucratic exercise and waste of time. Tracking

devices on laptops, iPads, mobile phones and bikes seem to be becoming increasingly commonplace, and raise victims' expectations that they will assist police to recover their property. In practice, however, trackers seldom show a specific premises, rather they indicate the stolen items as being on a housing estate, street or somewhere in a block of flats. In these circumstances police are rarely able to use the information to recover stolen property or locate a suspect. Tracker information is, however, collated for intelligence purposes in order to identify locations that may be repeatedly featured.

4.3.5 The College of Policing are clear that detections are not the most significant factor in determining satisfaction. However, failure to solve the case is cited as cause of non-satisfaction by some respondents each quarter. It is difficult to quantify how many people are disappointed because there is no criminal justice outcome, as comments can overlap with "lack of action/not enough investigation", but it is clearly a factor for some non-satisfied respondents.

4.4 Comments that make specific criticism of lack of actions taken or lack of follow up often use this to support the respondent's view that police did not care, were disinterested or did not take the victim seriously. This supports the view that quality of treatment and perceptions of fairness are the principal factors associated with high satisfaction.

4.5 Research summarised by the College of Policing and focus groups held on behalf of MPS and Merseyside, have found that perception of empathy and fair treatment is a key factor in determining satisfaction. Officers' assessment of what the victim may need is not always accurate, particularly when they underestimate feelings of fear or vulnerability, or the victim's concern about the disruption that the crime may cause to their work or social activities. The victim's own perception of the seriousness of the crime is clearly a key factor affecting their expectation of how police should respond. Since the percentages achieved for satisfaction with Treatment are always above 90%, it may be overlooked when analysing dissatisfaction. However, it may well prove to be the key factor.

4.6 In all but one of the last ten quarters, male victims have had lower satisfaction rates than females in the VOC survey (Table 4). The focus groups carried out on behalf of other forces have shown that the fears and vulnerabilities of male victims of crime, especially young men, are often not recognised, and that men have more difficulty than women in expressing to police or friends and relatives how traumatic they found the experience, particularly of violent crime and robbery. In CoLP the have been several examples of male victims feeling they have been discriminated against and not taken seriously because the suspect in an assault was female.

		Male	Female
2012/13	Q1	86.8%	89.7%
	Q2	87.2%	87.7%
	Q3	79.8%	84.9%
	Q4	84.6%	87.7%
2013/14	Q1	82.8%	82.5%
	Q2	85.5%	86.4%
	Q3	80.9%	90.6%
	Q4	82.1%	83.3%
14/15	Q1	78.9%	88.5%
	Q2	78.3%	89.8%

Table 4: Satisfaction with whole experience by gender

4.7 Between April 2010 and September 2012 satisfaction averaged 88.2%. Since then it has averaged 83.4%. The Force should consider whether the changes that have occurred in this period, and in particular the reduction in police officer numbers, may have impacted either directly on service delivery or adversely affected police morale and had a

knock on affect on the way victims are treated. Excluding ECD, police officer numbers have fallen by 150 since 2010.

5. ACTIONS TAKEN TO ADDRESS DECLINE IN SATISFACTION

5.1 The Force's Action Plan focuses on addressing performance shortfalls through improved supervision, education of officers in respect of follow up and taking crime reports at first point of contact, managing expectations relating to CCTV and other issues as they are identified. The plan is refreshed quarterly, taking into account issues raised as good practice or causes of dissatisfaction. Progress is monitored at both Performance Management group and the Quality of Service/EDHR Board.

5.2 SPA have been instructed to maximise the number of respondents achieved, aiming for 200 per quarter.

5.3 A new Visual Images Identification Office (VIIDO) is to be introduced to enhance the efficiency and effectiveness of handling CCTV. This unit will assess, view and collect imagery from crime scenes and will be the central repository for all digital imagery for the Force.

5.4 The transfer of the Crime Management Unit (CMU), which is essentially the first port of call where crimes are received and screened, to Crime Investigation Directorate will enhance the responsibilities of the unit and improve investigation, efficiency and quality of victim updates. They will also have an enhanced function, with desk-top investigations conducted and supervised by warranted officers, and also a performance regime that will include management of backlogs, victim contact, NCRS compliance and crime finalisation

Appendices

Appendix A Charts 4-8- CoLP changes since Q1 2009/10 for each of the five core questions, un-weighted and for all crime categories.

Contact

Fiona Macleod

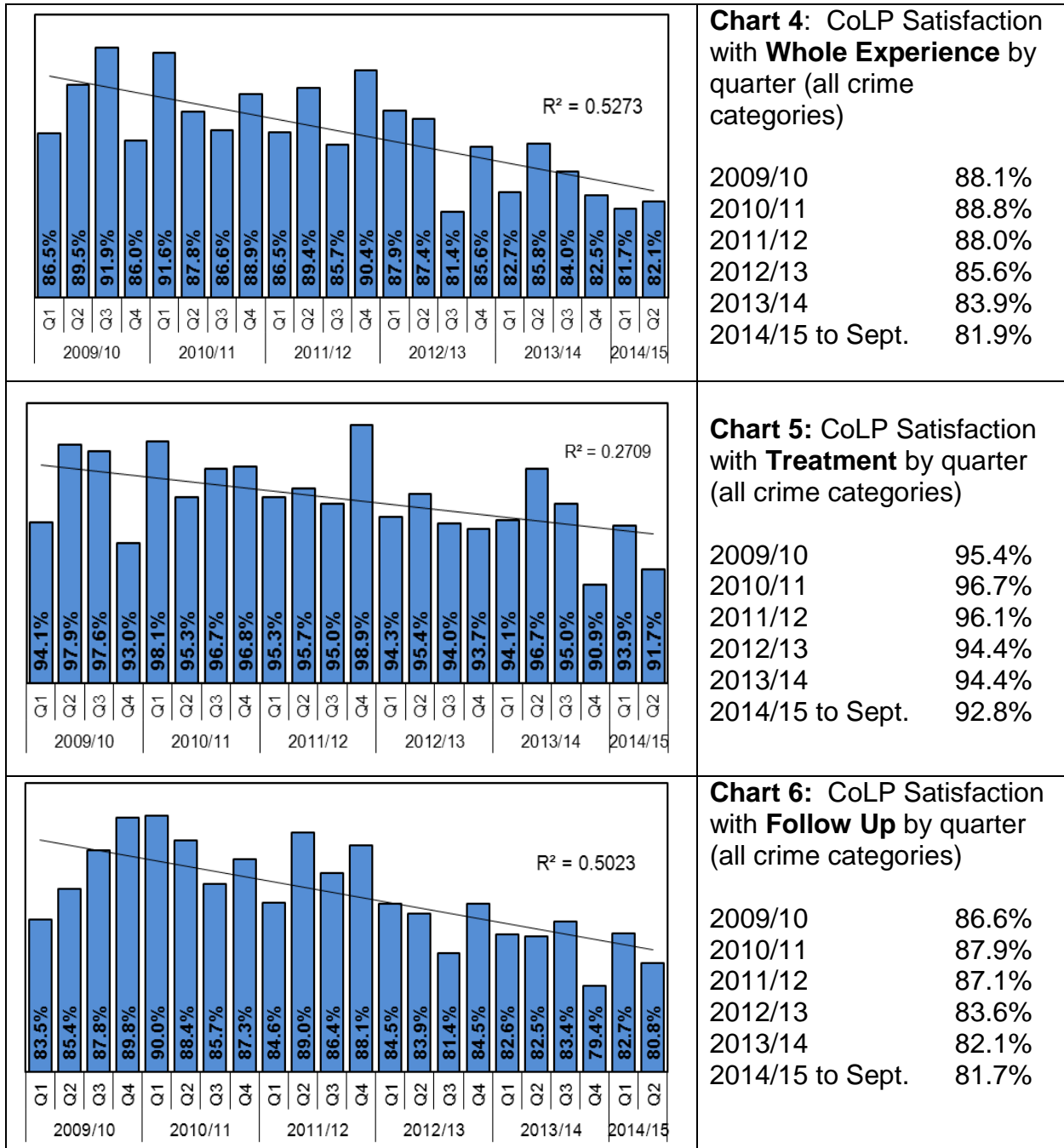
Head of Performance Information Unit & Force Crime Registrar

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Appendix A



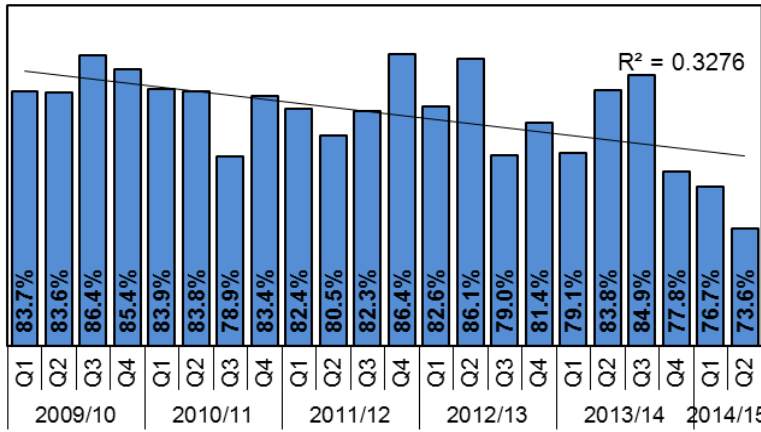


Chart 7: CoLP Satisfaction with Actions Taken by quarter (all crime categories)

2009/10	84.6%
2010/11	82.6%
2011/12	82.6%
2012/13	82.3%
2013/14	81.7%
2014/15 to Sept.	75.1%

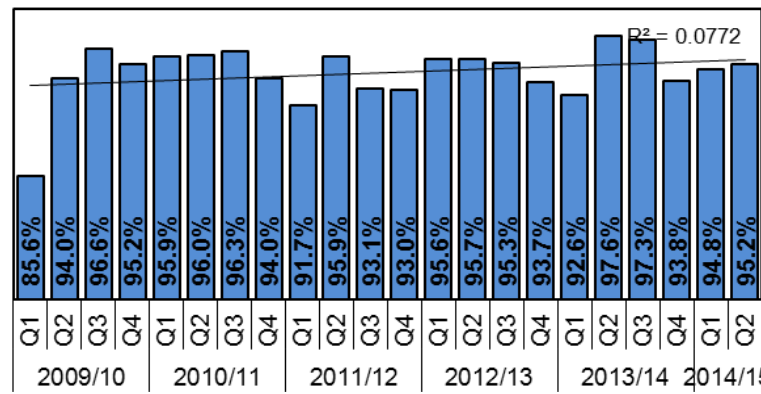


Chart 8: CoLP Satisfaction with Ease of Contact by quarter (all crime categories)

2009/10	92.7%
2010/11	95.6%
2011/12	93.6%
2012/13	95.1%
2013/14	95.5%
2014/15 to Sept.	95.0%

Committee(s): Police: Performance and Resource Management Sub-Committee	Date(s): 4 th December 2014
Subject: Performance against Targets in the Policing Plan 2014-17 for the period 1 st April 2014 – 30 th September 2014	Public
Report of: Commissioner of Police Pol 72-14	For Information

Summary

1. This report summarises performance against the Policing Plan 2014-17 for the first and second quarters of the 2014-15 financial year.
2. At the end of September 2014, of the 19 policing plan targets, 10 were on track to be achieved, 4 will be achieved with additional effort, 3 are graded WHITE (1 awaiting data, 2 where gradings are not appropriate (1.4.1.c and 1.7.1b)) and 2 targets have been graded RED, indicating they 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	WHITE
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
1.2.1b 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	GREEN
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	RED
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	AMBER
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>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 and second quarters of the 2014-15 financial year (1st April 2014 – 30th September 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 30th September 2014:

- Total victim-based crime (which includes violence against the person, sexual offences, robbery, burglary, theft and criminal damage) stood at 2237 offences, compared to 2323 offences at the same point last year, a reduction of 3.7% (86 fewer crimes).
 - Crimes against statute, which includes drugs offences, possession of weapons, public order offences and 'miscellaneous crimes against society'¹, also reduced, from 404 crimes last year to 395 at the end of September 2014. There were 5 fewer drugs offences and 21 fewer miscellaneous crimes against society, offset by increases in possession of weapons offences (6 more incidents) and public order offences (11 more).
 - At the end of September 2014, total notifiable crime was down by 3.5% or 95 fewer offences (2632 crimes compared to 2727 last year).
5. In addition to those items reported in the previous quarterly report, notable Force achievements and activities during the second three months of the financial year include:
- The arrest of 6 people in connection with an international cyber crime ring that involved working closely with the Royal Canadian Mounted Police and the New York's District Attorney's Office.
 - The conviction of two people at the Old Bailey for producing and selling useless "substance detectors" following an investigation by the Overseas Anti-Corruption Unit. This received much media coverage.
 - A significant decline in begging activity around Bishopsgate following the success of a targeted operation that has resulted in 22 Antisocial Behaviour Orders being obtained. Over the course of the operation, 147 different beggars were dealt with.
 - During August a criminal gang was sentenced to a total of 15 years imprisonment for targeting cash machines and stealing the card details of 36,000 people. The organisation was completely dismantled by the Dedicated Cheque and Plastic Crime Unit with assistance from the Romanian National Police.
 - A drug dealer selling high purity cocaine was successfully prosecuted following an investigation by the Crime Squad; he was sentenced to 3 years imprisonment.
 - A prolific burglar was sent back to prison for 4 years following his re-arrest soon after his last release from custody whereupon he immediately started to re-offend. As well as committing several offences in the City of London, he was also wanted for numerous offences

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

committed in Croydon, which led to a joint prosecution with the Metropolitan Police.

Target Performance

6. **1.1.1b – To deploy intelligence led, high visibility policing operations to counter the terrorist threat and reassure the public.** The previous report to your Sub Committee stated that due to a 'notional average of hours tasked' being used to assess this target, work was underway to establish the actual number of hours tasked for counter terrorism activities. Taskings are set by a variety of means across directorates and are activity, not hours based; they are not set using hours. A report is due to be presented at November's Performance Management Group proposing a solution to this issue. Members should be reassured that this is not an issue with the target per se, or the work carried out to ensure the objective of the target is met, it is an issue with how it is measured.
7. **1.4.1a – Reduce levels of victim based violent crime compared to 2013-14.** The Force ended the second quarter recording a 5.9% increase (18 more offences) in victim-based violent crime compared with the same point last year. However, as at the end of the last quarter, the Force remains within the year to date target by 11 offences. This target 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 4.4% increase, or 29 more offences than last year.
8. The second half of the financial year could be more challenging than the first six months as it includes the lead up to Christmas and the New Year, which presents additional challenges associated with increased consumption of alcohol around this period. Tackling victim based violent crime remains a core focus of operational activity and performance. By maintaining the momentum of activity that is dedicated to tackling violent crime, it is still possible that this target could be achieved by the end of this financial year.
9. **1.5.1b Ensure that at least 90% of those reporting antisocial behaviour are satisfied with the service provided by the police.** Quarter 2 results show that 86.2% (25 of 29) of survey respondents were satisfied with the service provided by the Force. Cumulatively, the Force now sits at 87.5% satisfaction (49 of 56 respondents). To meet this target the Force will need to achieve 92.5% satisfaction over the next two quarters.
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 RED indicating that it will not be achieved by year end. The results of the first quarter survey were very disappointing, achieving an overall satisfaction level of only 39.6%. This was due to a high proportion of victims from one investigation which was closed as 'investigation complete' without anybody being convicted. It is possible that the respondents were expressing

dissatisfaction with the outcome of the case and not with the service provided by the Force.

11. The second quarter results were slightly more encouraging at an overall 50%, however, those two results combined mean that the Force will not be able to achieve this target by year end. Members may wish to note that as with other surveys relating to the City of London Police, the sample sizes are extremely small, with small variations in numbers resulting in large percentage changes. However, the surveys provide valuable information to help the Force take the necessary steps to improve its service to victims.
12. **1.7.1a To increase by 20% the number of fraud investigators trained by the Fraud Academy compared to 2013-14.** Although this target has been graded AMBER based on the year to date figures, the numbers of people booked onto future courses indicates that (as long as those bookings are honoured) this target will be achieved by year end.
13. **1.8.1a Ensure that at least 90% of victims of crime are satisfied with the service provided by the police.** The previous report to your Sub Committee highlighted that this target will not be achieved. The first quarter survey recorded an overall satisfaction level of 81.7% (147 of 180 respondents). At the end of the second quarter the level had increased to 82.1% (147 of 179 respondents) meaning that the cumulative level achieved by the end of September was 81.9%. To improve on last year's level, the Force will need to achieve an average of 85.8% for the next two quarters.
14. As stated in the previous report to your Sub Committee, the Force will continue to make every effort to achieve as close to the target level as possible. To date this has included exploring options with the survey company regarding the possibility of increasing the sample size of the survey to mitigate the disproportionate effect that variations to low numbers have on percentage levels. The Force has also focussed 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. A separate report on victim surveys is being presented to your Sub Committee today which contains more information regarding the particular challenges associated with these surveys.
15. **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. It is at risk of not being achieved as the Force will need to achieve 93.5% in the two remaining quarters to met this target. Although 88% was recorded at the end of quarter 2 (compared to 85.2% at the end of quarter 1), the cumulative level at recorded at the end of September was 86.6%.
16. As the antisocial behaviour target at paragraph 9, this remains an uncharacteristically low level for the Force to record as the usual levels are around 90% or above. It is worth re-stating 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. Following a report to October's Performance Management Group, options are being explored to replace the street survey with alternative surveys that will both increase the sample size and target the people who live and work in the City.

Conclusion

17. Performance across the whole range of Force targets remains strong with the majority being met. It is unfortunate that at this stage of the year there are two targets that will not be achieved by year end. The principal concern remains levels of satisfaction and will continue to be addressed through monitoring and tasking by the Force's Performance Management Group.

Background Papers:

- **Appendix 'A' Performance Summary**

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APPENDIX A – PERFORMANCE SUMMARY FOR 1st APRIL – 30th SEPTEMBER 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	43	46	60						
Percentage consider Force capable	99%	100%	96%	100%	98%	99%						
Number Argus Attendees	20	12	41	80	0	87						
Percentage consider Force capable	100%	100%	100%	100%	n/a	100%						
Street Survey (Quarterly)	90% (144/160)			85.7% (138/161)								
Quarterly Average	95%			95.6%								

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 QUARTERS 1 and 2 DATA

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

Q2: 85.7% (138/161) 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	WHITE											
CURRENT POSITION												
Month	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Hours tasked	1635	1635	1635	1635	-	-						
Hours delivered	1645	1428	1492	1983	1419*	1294*						
Traffic Light for Month	GREEN	AMBER	AMBER	GREEN	WHITE	WHITE						
*These figures do not include dedicated E1 patrols 5933 hours)												
An issue has been identified with how the numbers of hours tasked has been calculated, until that is resolved it would not be ethical to claim this target as being met. Historically, the 1635 hours were hours that were deemed tasked to deliver Dedicated Security Post taskings. Following a question at PMG it was noted that taskings are not supplied in hours but simply as 'tasks'. This matter will be resolved at the November PMG, however, Members should note this is an issue with measurement, not with performance, i.e. all CT related taskings are being delivered as per the target, the current issue is how they are evidenced.												

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	
<p>In addition to the initiatives delivered during the first quarter and reported to your last Sub Committee, the Force has completed the following operations:</p> <p>Separate days for Op Atrium; Wards Supervisors / DMU Supervisor ensure during relevant shifts number of hours that are tasked are delivered: Early Turn – 12 hrs of enforcement for the whole shift Late Turn – 12 hrs of enforcement for the whole shift Wards – 6 hrs of enforcement for Early Turn DMU – 8 hrs of enforcement whilst on patrol</p> <p>8th – 14th September – Tispol Seatbelt Campaign – supported by all uniformed officers 9th – Op Mermaid – all resourced with Traffic officers 9th at Queen St Place and 16th at Blackfriars Bridge - all resourced and advertised by Corporate Communication 15th – 24th September – Op Atrium enforcement and education 25th September Op Atrium Road Show at Dowgate Hill Fire Station – all resourced 17th and 18th September – carriage of dangerous goods – all resourced 23rd – op Giant – all resourced</p>	

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	29
2014/15	6	8	4	6	3	4							31

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	15	12	8	3	38	142	145
August	24	6	3	3	36	178	184
September	35	1	4	9	49	227	216
October							273
November							304
December							347
January							401
February							442
March							498

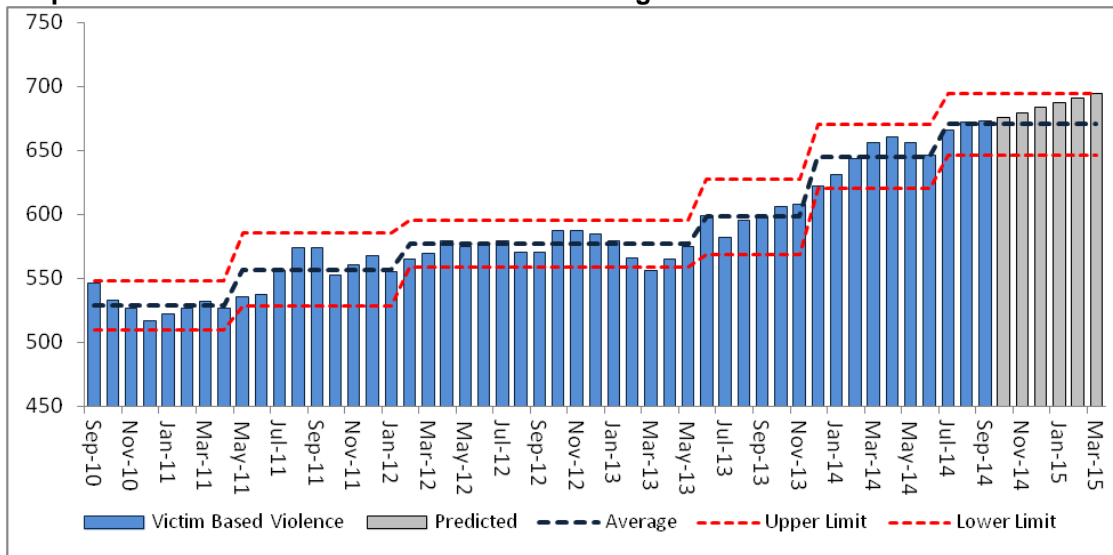
PERFORMANCE INDICATOR: 1.3.1. Respond effectively to public disorder												
TARGET	1.3.1a. To meet all national requirements for public order mobilisation in support of the Strategic Policing Requirement											
TARGET OWNER	Uniform Policing Directorate											
AIM/RATIONALE	This measure is 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	1 / 5	1 / 5	1/5						
<i>Sergeants</i>	5 / 11	5 / 11	5 / 11	5 / 11	5 / 11	5/12						
<i>PCs</i>	32 / 68	32 / 68	32 / 68	32 / 68	32 / 68	32/67						
Traffic Light	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN						
Telephone Mobilisation – July 2014 – Late notice BENBOW mobilisation. 1/3/23 with 2 additional medics. This completes the telephone mobilisations for 2014. Next mobilisation due in 2015.												
There has been a decrease of 1 PC but an addition of 1 PS.												

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 to September 2014.</p> <ol style="list-style-type: none"> 350th Anniversary – Royal Marines (July 14) – 94% satisfaction (target is 90%) Tour de France – Satisfaction survey withdrawn as this was a Metpol led event. 1 survey was carried out in Sept 14 – Tour of Britain – 95.3% satisfaction <p>Future events to be included in satisfaction surveys will include:</p> <ol style="list-style-type: none"> Pre planned and spontaneous protests at the Central Criminal Court Any other major protests 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	46	53	56	60	51						
Change (month)	4	-3	-10	20	6	1						
	7.8%	-6.1%	-15.9%	55.6%	11.1%	2.0%						
2013-14 (YTD)	51	100	163	199	253	303	363	422	491	542	600	665
2014-15 (YTD)	55	101	154	210	270	321						
Change (YTD)	4	1	-9	11	17	18						
	7.8%	1.0%	-5.5%	5.5%	6.7%	5.9%						
YTD Target	55	111	166	221	277	332	387	443	498	553	609	664
Variance from Target	0	-10	-12	-11	-7	-11						
Average Required	55	55	56	56	56	56	57	57	57	57	57	57

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

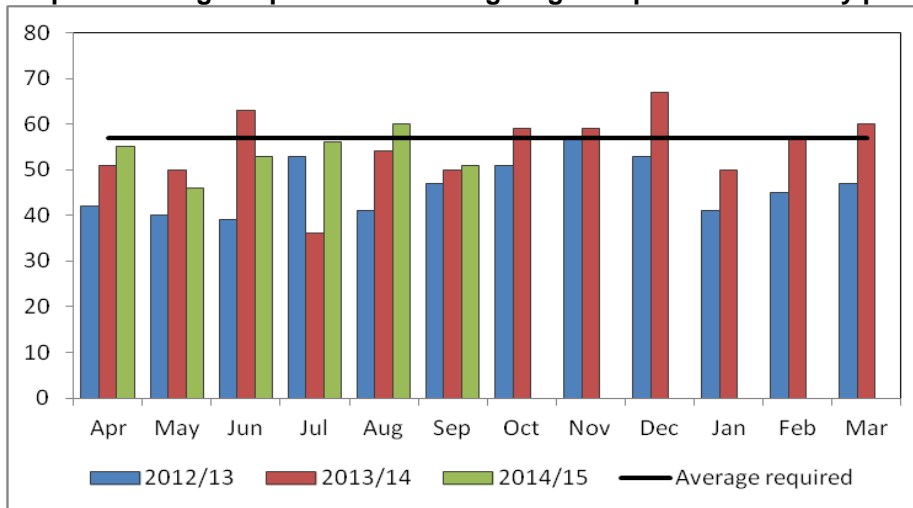


At the end of September the Force recorded a 5.9% (+18) increase in victim based violence with 321 offences recorded compared to 303 last year.

There is a continuing upwards, but not statistically significant, trend, and the Force remains within year to date target by 11 offences. Predictions based on the current 12 rolling month trend suggest the force will end the year with 694 offences, an increase of 4.4% (+29).

The second half of 2014/15 could be more challenging than the April-Sept period. Graph 2 shows that the required maximum average of 57 crimes per month was only achieved in one month during the October-March period of 2013/14. As yet the Force has little resilience against any increases fuelled by increased drinking during the festive period or other events

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



Violence with Injury: 11 (-7.0%) fewer offences recorded this year.

Violence without Injury: Increase of 24 (+19.4%). Within this

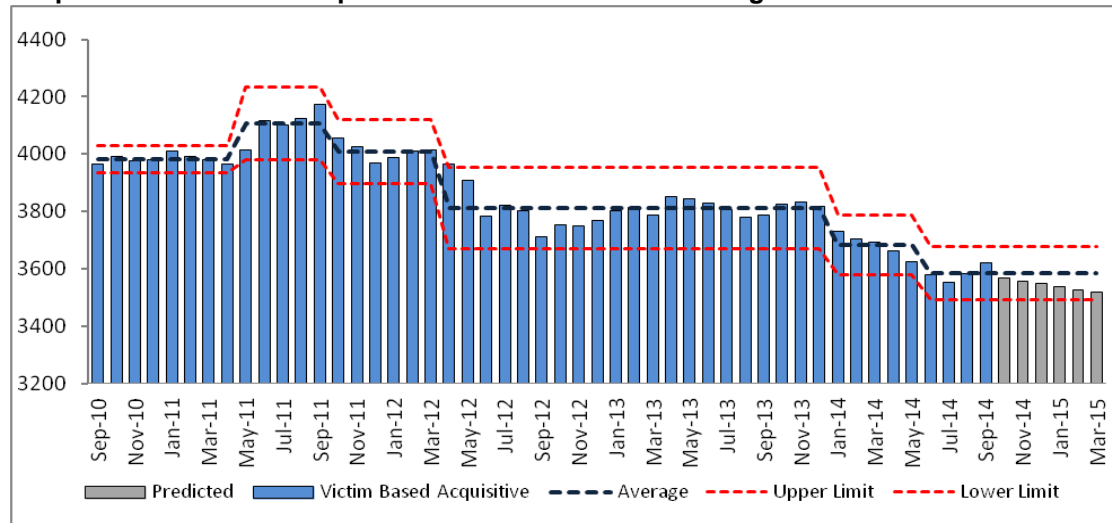
- 45 Stalking/ Harassment offences have been recorded compared to 13 last year. However, only 4 were recorded in September, the lowest figure since February, and a big reduction on the 10 recorded in both July and in August.
- Common Assault is showing a reduction of -10.1%. However during September 20 offences were recorded compared to 13 in the same month last year.

27 sexual offences have been recorded, an increase of 5. However, only one crime was recorded in September. 4 of the offences are historical (committed to date before 2014), compared 7 that would be classed as historical for the same period of 2013.

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	275	273	319	316	318						
Change (month)	-32	-38	-46	-25	29	37						
	-9.3%	-12.1%	-14.4%	-7.3%	10.1%	13.2%						
2013-14 (YTD)	345	658	977	1321	1608	1889	2235	2540	2797	3049	3357	3699
2014-15 (YTD)	313	588	861	1180	1496	1814						
Change (YTD)	-32	-70	-116	-141	-112	-75						
	-9.3%	-10.6%	-11.9%	-10.7%	-7.0%	-4.0%						
YTD Target	308	616	925	1233	1541	1849	2157	2465	2774	3082	3390	3698
Variance from Target	5	-28	-64	-53	-45	-35						
Average Required	308	306	310	314	311	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

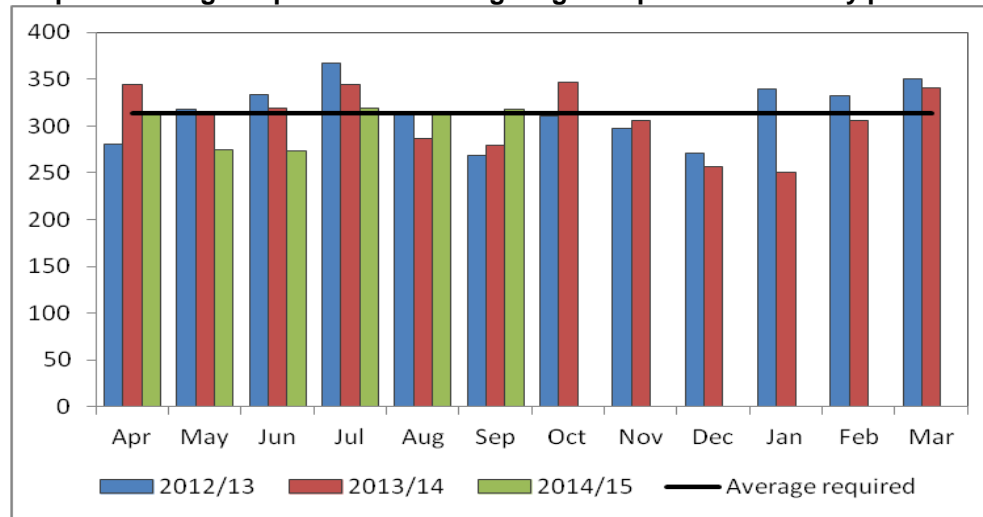


At the end of September the force was showing a 4.0% (-75) reduction in victim based acquisitive crime with 1,814 offences recorded compared to 1,889 last year. The force is within YTD target by 35.

318 offences were recorded in September, a 13.2% (+37) increase compared to the same month last year. The 2013/14 monthly average (308) has been exceeded for each of the last three months and, August and September have each seen increases compared to the same month of 2013. There is the beginning of an upward trend.

Predictions based on the 12 rolling month figures suggest the force will end the year with 3,517 a reduction of 4.9%. Trends three months ago predicted an much lower figure of 3340, or -9.7%, with a significant downward trend. The downward trend remains but is no longer statistically significant

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



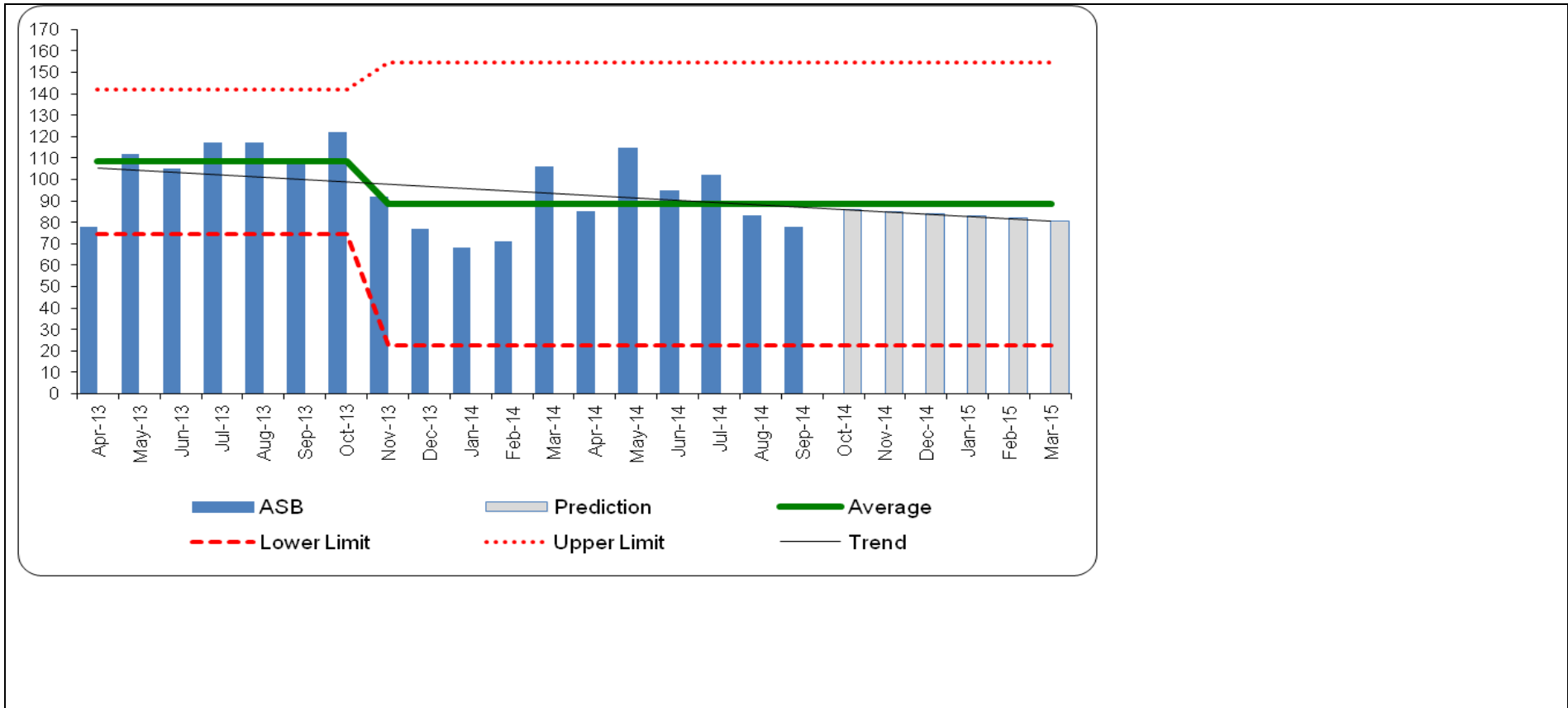
The force can record 314 offences per month until March 2015 and still achieve a crime reduction. The average number of offences per month, between October and March, was 301.

Vehicle Crime continues to rise. The Force is showing a 119.6% (+61) increase, a further increase on August's +43, 95.6%. There are increases both in Theft of Motor Vehicle and Theft from Motor Vehicle compared to the previous month and the same month last year. The Force is seeing an upwards significant trend and is predicted to see a 96.9% (+125) increase at the end of March 2015.

Although Bicycle Theft in September (34) was lower than the previous two months, July (52) and August (53), it was nevertheless higher than September 2013, and the increase has increase to +41 from +38 last month.

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		
CURRENT POSITION			
Q1 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
Assault with Injury	7	2	28.6%
Assault w/out Injury	1	1	100%
Robbery	1	1	100%
Public Order	2	1	50%
Domestic Burglary	0	0	-
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%
Crime Type	No. Surveyed	No. Satisfied	% Satisfied
Theft from Person	12	7	58.3%
Theft Other	45	26	57.8%
Criminal Damage	1	1	100%
Racial Incidents/Crimes	1	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>			
<p>Quarter 2: 60.6% (66/109), 25.7% (28 respondents) were dissatisfied. FYTD 56.3% satisfied. At the time this report was prepared, full analysis of the Q2 results had not taken place, therefore only the headline figure is included here. A full breakdown as appears for Q1 will be presented to your next available Sub Committee.</p>			

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	GREEN											
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	102	83	78						
April – September 2013: 637 April – September 2014: 55												



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																														
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CURRENT POSITION																															
<div style="display: flex; justify-content: space-between;"> <div style="width: 60%;"> <table border="1"> <caption>ASB - Satisfaction with Whole Experience</caption> <thead> <tr> <th>Period</th> <th>Satisfaction %</th> </tr> </thead> <tbody> <tr><td>Apr-Jun 11</td><td>88.6%</td></tr> <tr><td>Jul-Sep 11</td><td>91.9%</td></tr> <tr><td>Oct-Dec 11</td><td>96.2%</td></tr> <tr><td>Jan-Mar 12</td><td>92.0%</td></tr> <tr><td>Apr-Jun 12</td><td>94.0%</td></tr> <tr><td>Jul-Sep 12</td><td>90.0%</td></tr> <tr><td>Oct-Dec 12</td><td>97.6%</td></tr> <tr><td>Jan-Mar 13</td><td>90.0%</td></tr> <tr><td>Apr-Jun 13</td><td>90.6%</td></tr> <tr><td>Jul-Sep 13</td><td>92.6%</td></tr> <tr><td>Oct-Dec 13</td><td>92.3%</td></tr> <tr><td>Jan-Mar 14</td><td>97.1%</td></tr> <tr><td>Apr-Jun 14</td><td>88.9%</td></tr> <tr><td>Jul-Sep 14</td><td>86.2%</td></tr> </tbody> </table> </div> <div style="width: 35%;"> <p>Q2: 86.2% 25 out of 29 respondents satisfied, 3 dissatisfied, 1 neither satisfied nor dissatisfied.</p> <p>FYTD (Q1+Q2) Ease of contact: 98.1% (52/53) Actions taken: 85.5% (47/55) Follow up: 85.7% (30/35) Treatment: 96.4% (54/56) Service provided: 87.5% (49/56)</p> <p>The force needs to achieve 92.5% for the next two quarters to achieve target.</p> </div> </div>		Period	Satisfaction %	Apr-Jun 11	88.6%	Jul-Sep 11	91.9%	Oct-Dec 11	96.2%	Jan-Mar 12	92.0%	Apr-Jun 12	94.0%	Jul-Sep 12	90.0%	Oct-Dec 12	97.6%	Jan-Mar 13	90.0%	Apr-Jun 13	90.6%	Jul-Sep 13	92.6%	Oct-Dec 13	92.3%	Jan-Mar 14	97.1%	Apr-Jun 14	88.9%	Jul-Sep 14	86.2%
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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	<p>"Investigation": - This is all Unifi crime records classified as "Fraud Investigations – Substantive offences recorded in Action Fraud" allocated to ECD Fraud teams 1, 2, 3 and 4 and the Money Laundering Investigations Team.</p> <p>"Point of outcome":- When the offenders recorded on the Unifi Crime investigation are classified as Charged, Cautioned, Community Resolution or TIC or the Investigation is closed using one of the other HO outcome classifications by the Team manager</p>
BASELINE	90% of fraud victims satisfied with the service provided <i>(The proposed measurement methodology is not the same as last year's VoC survey therefore a direct comparison is not possible however last year's data can be supplied as a general indicator of performance)</i>
MEASUREMENT	Each victim recorded against the Unifi crime record detailing the investigation will receive a communication from the OIC updating them on the outcome of the investigation through the medium agreed with the victim during the investigation. The communication could include a link to an electronic survey on Survey Monkey, enclose a hard copy survey form or provide details of a telephone number to a survey company (to be appointed) who will conduct a telephone survey using the same questions. Following the cut off date, the survey company will collate, analyse & 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	RED
CURRENT POSITION	
See table overleaf	

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Number of invitations sent to victims to participate	94	77		
Number of victims completing survey	56	25		
Overall satisfaction with initial contact. (Valid responses)	60% (33/55)	68% (17/25)		
Overall satisfaction with service from ECD officers. (Valid responses)	54.71% (29/53)	80% (20/25)		
Overall satisfaction taking the whole experience into account. (Valid responses)	39.62% (21/53)	72% (18/25)		
Level of satisfaction in outcome of investigation. (Valid responses)	13.63% (3/22)	68.75% (11/16)		
Cumulative overall satisfaction taking the whole experience into account.	39.62% (21/53)	50% (39/78)		
Traffic light	RED	RED		

The Quarter 1 survey results are based upon the responses of **56** victims who responded to an invitation to participate from a total sample of **94** victims provided to the survey company. The sample of victims provided to the survey company was comprised from **7** victim based investigations that reached the point of outcome in the collection period. The **56** responses were from victims linked to **4** of the **7** (57%) investigations. Although **56** victims responded to the survey it should be noted the feedback percentages are based upon “valid responses” i.e. where don’t know, no answer, not completed or not displayed options are excluded.

The measure is based upon the responses to the question “*Taking your whole experience into account, how satisfied or dissatisfied are you with the service provided by the officers from the Economic Crime Directorate in this case?*” As can be seen, **53** victims answered this question. This is **30** more than the whole of 2013-14.

The level of overall satisfaction this quarter is low with only 21 victims stating they were very or fairly satisfied. Of the **20** respondents that were dissatisfied **19** were from one investigation that was recorded as “Investigation complete”. Although subject of further analysis the dissatisfaction responses for this one case appear to largely relate to the outcome of the investigation and NOT the service provided. If the responses from this case are removed from overall satisfaction results the level of satisfaction increases to **72%** although caution should be used when interpreting the results as such given the small sample size.

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	3	5	4						
Cumulative position of City Fraud Crimes reaching Point of outcome.	5	7	11	2	4	23						
Number of City Fraud Crimes reaching Point of outcome with offender disposal.	5	2	3	0	1	2						
Cumulative position of City Fraud Crimes reaching point of outcome with offender disposal.	5	7	10	1	0	2						
Number of City Fraud Crimes reaching point of outcome where Fraud enabler disrupted	0	0	1	14	19	0						
Number of City Fraud Crimes reaching point of outcome contributing to an ECD Fraud awareness/prevention product	0	0	0	14	19	23						
Number of City Fraud Crimes reaching point of outcome where positive action awaited (See profile update narrative)	0	0	0	3	5	4						
Traffic Light												

This measure now includes all of the ECD operational departments and not just the Fraud Teams as previously. During the data collection period, the ECD Operational teams closed 70 Unifi crime records of which only 4 constituted a City Fraud Crime as outlined in the table overleaf:

43	Investigations were "within the Jurisdiction of" the CCC locus.
7	Investigations linked to NLF funding stream grouping.
2	Investigations incorrectly recorded with ECD as the detecting department.
11	Investigations which are LOR's, OFE's or Confiscation records which are excluded from this measurement.
2	"No crime" investigations not adopted for investigation.
1	Investigations scoped but not accepted for investigation.

The two positive action investigations which resulted in a Fraud enabler disruptions concerned cash seizures.

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	AMBER											
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	62	15	112						
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	315	330	442						
Traffic light	GREEN	GREEN	GREEN	AMBER	AMBER	AMBER						
Although this target is currently shown as AMBER, as long as indicated bookings for the rest of the year are honoured, the Force should achieve this target												

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)	703 (As at August)		
Total number of priority/high priority OCGs at (A) using Fraud and Economic Crime (B)	298	318 (As at August)		
Number of OCGs at (B) where ECD have provided enhanced intelligence and information to assist disruption (C)	1	4		
Cumulative number of OCGs at (C) where ECD have provided enhanced intelligence and information to assist disruption.	1	5		
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	0		
Traffic Light	WHITE	WHITE		

In line with the direction of the PMG Board, this measure will be baselined against the half-yearly performance. In the first six months of the year 5 Priority/High Priority OCGs received enhanced intelligence/information from NFIB therefore the baseline for the remainder of the year is 5.

As previously reported, a blockage has been identified in the timeliness of sharing of intelligence with the NFIB from the OCCC. Due to the security restrictions of the Know Fraud system (i.e. it only holds restricted information, and priority / high priority OCG data is classed as Confidential) this has restricted the flow of information between the agencies.

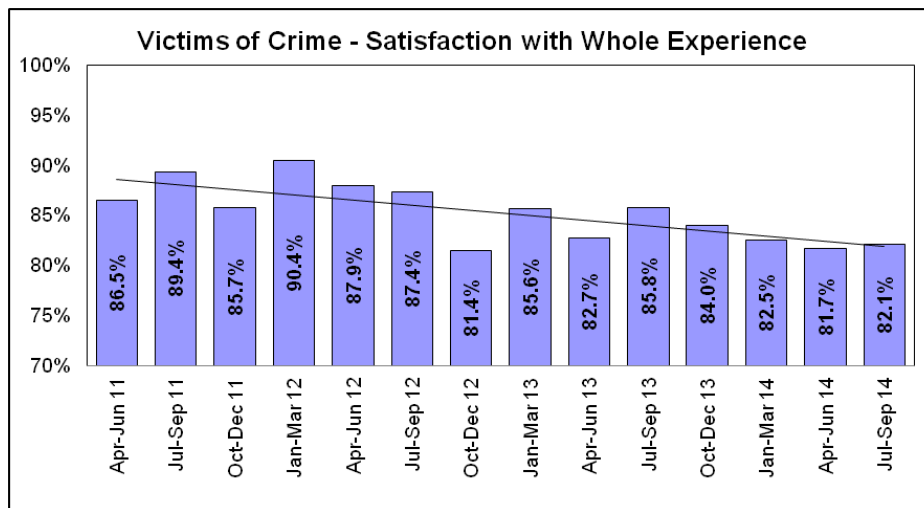
A new process has been put in place with the OCCC that ensures upon identification of a high priority OCG that the NFIB are requested to conduct intelligence checks on Know Fraud to establish any intervention opportunities. Where an OCG is assessed to be priority, the Lead Responsible Officer (LRO) will be approached directly with the offer of NFIB assistance.

Work is also underway to allow OCCC direct access to the Know Fraud system. This would result in all mapped OCGs (not just Priority / High Priority OCGs) being 'data washed' against Know Fraud for intervention opportunities.

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	43,080,848	26,722,306	26,401,424						
Total value of confirmed Fraud enabler disruptions in comparable month 2013/14	623,228	9,419,088	18,100,572	17,754,116	38,074,440	21,291,838						
Cumulative progress towards target (£260,294,154.00)	30,991,692	66,702,820	87,060,448	130,141,296	156,863,602	183,265,026						
Benchmark to achieve target	21,691,195	43,382,391	65,073,586	86,764,781	108,455,977	130,147,173						
Traffic light	GREEN	GREEN	GREEN	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%	93.01%	92.52%	92.23%						
Combined On-line and automated telephone surveys % of victims satisfied with service in period	92.71%	92.37%*	91.98%	92.35%	91.95%	91.84%						
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	

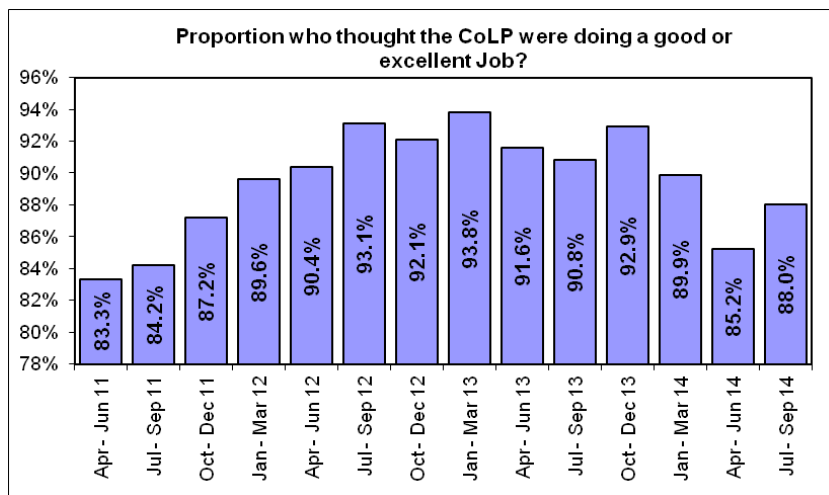


Q2: 82.1% (147 out of 179) of respondents satisfied with Whole Experience.

FYTD (Q1+Q2)
 Ease of contact: 95% (285/300)
 Actions taken: 75.1% (269/358)
 Follow up: 81.7% (291/356)
 Treatment: 92.8% (333/359)
 Whole Experience: 81.9% (294/359)

The target will not be achieved. To equal last year's performance an average of 85.8% needs to be attained for the next two quarters

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	



Q2: **88.0%** (147/167) of respondents thought the police were doing a good or excellent job.

- Excellent: 40
- Good: 107
- Fair: 19
- Poor: 1
- Very Poor: 0

FYTD: **86.6%** (291/336) of respondents thought the police were doing a good or excellent job. This target has been marked amber but the force will need to achieve 93.5% in the remaining two quarters to meet target, a level which has only been achieved once since 2011.

Committee(s):	Date(s):
Police: Performance and Resource Management Sub Committee Audit and Risk Committee	4 th December 2014
Subject: HMIC Inspection update 2014/15	Public
Report of: Commissioner of Police Pol 75-14	For Information

Summary

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

- **The Strategic Policing Requirement – City of London Specific report.** HMIC found that the Force has all the necessary capacity, capability, consistency and connectivity to fulfil its obligations across the five areas of the Strategic Policing Requirement (terrorism, civil emergencies, public order, serious organised crime and large scale cyber attacks). Some comments are made regarding improvements that could be made with respect to cyber crime, however, the report does not make any formal recommendations (**paras 2-4**).
- **Undercover Policing** - a national inspection into the effectiveness of the arrangements in place in all police forces to carry out, manage and scrutinise undercover operations (**paras 5-10**).

An update of the imminent Interim PEEL assessment is included, together with a comprehensive Appendix of all HMIC recommendations from recent reports that are currently being managed by the Force.

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

Recommendation

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 – City of London specific report.

2. This report, published in late October, was one of eighteen force-specific reports. It is a supplementary report to the national report that was previously brought to your Sub Committee's attention (Pol 41-14 refers) and to the report on Public Order, which was reported to your last Sub Committee. It should also be noted that although the report has only now been published, the inspection took place in September 2013, therefore some of the findings contained within the report might be historic.
3. HMIC's findings are ordered under the four headings of: Capacity and Contribution; Capability; Consistency; and Connectivity. Each of those headings are assessed with respect to Terrorism, Civil Emergencies, Serious Organised Crime, Public Order and Large Scale Cyber Incidents.
 - **Capacity and Contribution:** HMIC found that the City of London Police has the necessary capacity to fulfil its national obligations in all of the areas cited immediately above. They found that with regard to terrorism, the Force's close working relationship with the Metropolitan Police is effective. They highlight the fact that terrorism is considered in the Force's strategic threat and risk assessment and that it features as a priority in the policing plan. They were impressed that the Force has adapted its response to PREVENT so that those vulnerable to radicalisation can be identified and assessed through a multi-agency approach.
 - HMIC also found that the arrangements in place to deal with civil emergencies and serious organised crime are robust. HMIC notes that the Force has sufficient numbers of trained officers to deliver Chemical, Biological, Radioactive and Nuclear (CBRN) response capabilities.
 - With regard to Serious Organised Crime, the Force's national role leading the response to economic crime is highlighted together with the fact that nationally approved methods to disrupt the most serious organised crime groups are used. HMIC found the Force's Public Order capacity to prepare for and respond to public order incidents to be strong.

- The only area cited where improvements could be made was with respect to cyber crime. The report notes that the Force was still developing its response to cyber crime and there was no action plan or strategic level cyber threat and risk assessment. As previously mentioned, that was the position when the Force was inspected in September 2013. Since then the Force has completed the College of Policing's Cyber Crime Toolkit with attendant action plan and has conducted a cyber crime threat and risk assessment.
- **Capability:** HMIC found that the Force has the necessary capability to deliver its obligations under all five strands of the strategic policing requirement. As with Capacity immediately above, the only area cited where improvement was recommended was with regards training staff to recognise and deal with cyber crime. That is being addressed, with NCALT¹ training packages being rolled out and is a requirement of the Force's Cyber Crime Strategy. The report does note that Force high tech crime investigators have been trained to national standards with respect to cyber crime.
- **Consistency:** HMIC only considered public order and the Force's response to CBRN incidents for this area. They found that with regard to public order there were good levels of consistency with the metropolitan police in respect of standards of training, equipment and tactics. The arrangements in place to deal with a CBRN incident were found to be equally robust and consistent.
- **Connectivity:** The report concludes that the Force has effective processes to mobilise and co-ordinate resources and share information securely and effectively with other forces and partner agencies. It notes that whilst the Force has never been faced with a large scale cyber incident requiring a joint response, there are sufficient processes in place to ensure that in any such event the Force could respond appropriately.

4. There were no formal recommendations made within the report for the Force to address.

Undercover Policing

5. The report, 'An inspection of undercover policing in England and Wales', is a response to a commission from the Home Secretary in June 2013, for HMIC to inspect the effectiveness of the arrangements in place in all police forces to carry out, manage and scrutinise undercover operations.

¹ Cyber crime introductory course (all investigators – 268 of 289 staff have completed the course)
 Cyber crime first responders course (226 of 248 staff have completed the course)
 Cyber crime & Digital Police Investigation (198 of 223 staff have completed the course)
 73 officers have completed the 1 week long Cyber Crime Course.

6. HMIC's inspection examined all 43 police forces and law enforcement agencies that have the capability and capacity to deploy undercover officers and this is the first time that such an inspection has taken place.
7. The report's principal findings are that undercover officers are dedicated individuals that deliver their roles professionally. The essential need for undercover policing is also recognised. Those involved in undercover policing have a thorough understanding of the Regulation of Investigatory Powers Act 2000 and the human rights environment in which they are required to work. With regard to those who directly manage undercover officers, HMIC found, generally, a high level of understanding of their roles and responsibilities.
8. However, HMIC also finds that greater clarity should be brought to the need for authorisation under the Regulation of Investigatory Powers Act 2000 in all instances where legend-building is undertaken. Legend-building is the process whereby undercover officers visit locations and construct a personal history in order to develop or maintain a covert identity where there is not an intention to engage with the subjects of an investigation or operation.
9. The report makes a total of 49 recommendations across policies, systems, training and leadership of undercover operations which HMIC feel are necessary to address the inconsistencies and shortcomings identified by the inspection. Of these, 15 have been assessed as being relevant to all forces to consider, with the remainder for national lead organisations to implement.
10. The recommendations relevant to forces are reproduced in Appendix A. The report was received in Force in mid-October 2014 and the recommendations are currently being assessed by subject matter experts and have not yet been incorporated into an action plan. Your Sub Committee will be able to see the progress the Force makes against recommendations as the Appendix will be an ongoing feature of future update reports.

PEEL Assessment

11. On 27th November 2014, HMIC will publish its first 'interim' PEEL assessment. PEEL (Police Effectiveness, Efficiency and Legitimacy) is being introduced by HMIC as a regular series of annual assessments looking at the areas cited above, which are to be known as the 'three pillars'. Each pillar will be assessed against a series of high level questions (13 in total).
12. The questions will assess how well the Force:
 - carries out its responsibilities including cutting crime, protecting the vulnerable, tackling antisocial behaviour, dealing with emergencies and other calls for service (*effectiveness*);
 - provides value for money (*efficiency*); and
 - operates fairly, ethically and within the law (*legitimacy*).

13. Each pillar will be graded (Outstanding, Good, Requires Improvement and Poor), although the interim assessment will only provide a grading for the Efficiency pillar as HMIC does not consider it has sufficient evidence to grade the other two pillars.
14. The evidence for the grades will come from inspections that have been conducted over the preceding 12 months. The interim assessment will therefore draw on the results of the inspections conducted since November 2013² to inform the findings which will be published on HMIC's PEEL website.
15. The website will present a high level narrative judgement for each pillar together with an overall assessment of the force based on the HMI's professional judgement. Readers will be directed to individual inspection reports for detailed findings.
16. HMIC will continue to conduct thematic inspections based on either perceived risk or as commissioned by the Home Secretary. The results of those inspections will provide supplementary evidence for the annual series of inspections that will constitute the PEEL assessment.

Future HMIC reports

17. Since your last Sub-Committee, the Force has received advance copies of the proposed reports examining Integrity and Corruption in the Police Service, and the Interim Crime Inspection. As these reports have not yet been formally published they cannot be included within this report, however, they will be reported to your next available Sub Committee. As with all other Force reports conducted over the past 12 months, the findings from these reports will inform the Interim PEEL assessment to be published on 27th November 2014.

Conclusion

18. The Force continues to consider and adopt relevant recommendations from the findings of HMIC inspections to continuously improve its internal processes and ultimately service to the public. Members should be reassured by the Force's approach and track record for implementing recommendations of HMIC reports. The information presented to your Sub Committee will allow Members to continue to provide strategic governance and scrutiny to drive this important area of work.

Appendices:

Appendix A- HMIC Recommendations being managed by the City of London Police.

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² "Valuing the Police 4", "Making Best Use of Police Time" (Core Business), "Crime Data Integrity", "Police Integrity and Corruption", "Strategic Policing Requirement" and "Interim Crime"

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APPENDIX A - HMIC Report Recommendations

Position as at 30/10/2014

Traffic Light Colour	Definition
GREEN	The recommendation is implemented
AMBER	The recommendation is subject to ongoing work and monitoring
RED	The recommendation should have been implemented but has not been and is overdue

An Unannounced Inspection Visit to Police Custody Suites

A joint inspection by HM inspectorate of Prisons and HM inspectorate of Constabulary

This was a City of London Police inspection
 The report was published November 2012

Recommendation		Accepted	Governance	Status	Due Date	Comment
1	There should be systematic and clearly recorded quality assurance of custody records, linked to evidence from closed-circuit television, person escort records and staff handovers	yes	Joint Inspection of Custody Action Plan	GREEN		Implemented
2	Appropriate adults should be available to support without undue delay juveniles aged 17 in custody, including out of hours	Yes	Joint Inspection of Custody Action Plan	GREEN		Implemented

Recommendation		Accepted	Governance	Status	Due Date	Comment
3	G4S Forensic Medical Services should be part of the custody user group.	Yes	Joint Inspection of Custody Action Plan	GREEN		Implemented
4	Arrangements in booking-in areas should allow for private communication between detainees and staff	Yes	Joint Inspection of Custody Action Plan	CLOSED		Closed – to be considered as part of any new Custody facility
5	There should be designated adapted cells that have a lowered call bell.	Yes	Joint Inspection of Custody Action Plan	CLOSED		Closed – to be considered as part of any new Custody facility
6	There should be a range of items at both suites to facilitate religious observance.	Yes	Joint Inspection of Custody Action Plan	GREEN		Implemented
7	All custody staff should be involved in the same shift handover; where possible, this should take place away from the booking-in area and be recorded.	Yes	Joint Inspection of Custody Action Plan	GREEN		Implemented
8	Bus fares should be provided to bailed or released detainees who have no legitimate means of getting home.	Yes	Joint Inspection of Custody Action Plan	GREEN		Implemented
9	The City of London Police should collect and analyse data about use of force and strip-searching in accordance with the Association of Chief Police Officer’s policy and National Policing Improvement Agency guidance	Yes	Joint Inspection of Custody Action Plan	GREEN		Implemented

NOT PROTECTIVELY MARKED

Recommendation		Accepted	Governance	Status	Due Date	Comment
10	All cells should be clean and free of graffiti.	Yes	Joint Inspection of Custody Action Plan	AMBER	March 2015	Works identified, primarily Snow Hill, progress subject to available funding.
11	Custody staff should ensure that non-custodial staff do not visit detainees in cells unsupervised.	Yes	Joint Inspection of Custody Action Plan	GREEN		Implemented
12	Regular fire evacuation drills should be carried out and recorded, with sufficient handcuffs available	Yes	Joint Inspection of Custody Action Plan	GREEN		Implemented
13	All detainees held overnight, or who require one, should be offered a shower	Yes	Joint Inspection of Custody Action Plan	GREEN		Implemented
14	Adequate stocks of replacement clothing should be held at both suites.	Yes	Joint Inspection of Custody Action Plan	GREEN		Implemented
15	Suitable facilities should be provided for detainees to have exercise in the open air	Yes	Joint Inspection of Custody Action Plan	CLOSED		Closed – to be considered as part of any new Custody facility
16	A range of reading materials should be offered, including books and magazines suitable for young people and non-English speakers.	Yes	Joint Inspection of Custody Action Plan	GREEN		Implemented

Recommendation		Accepted	Governance	Status	Due Date	Comment
17	Visits should be facilitated for, in particular, vulnerable young people or detainees held for long periods.	Yes	Joint Inspection of Custody Action Plan	GREEN		Implemented
18	Information about detainees' rights and entitlements should always be available in formats that meet the needs of detainees whose literacy is limited.	Yes	Joint Inspection of Custody Action Plan	GREEN		Implemented
19	The City of London Police should engage with the local authority to ensure the provision of safe beds for juveniles who have been charged but cannot be bailed to appear in court	Yes	Joint Inspection of Custody Action Plan	GREEN		Implemented
20	Detainees should be routinely informed about how they can make a complaint about their care and treatment, and be able to do this before they leave custody.	Yes	Joint Inspection of Custody Action Plan	GREEN		Implemented
21	Custody Manager to monitor progress of NHS Commissioning. Improvement action plan to be discussed with General Services Director	Yes	Joint Inspection of Custody Action Plan	AMBER	March 2015	Works scheduled for completion by March 2015 for custody suites at Bishopsgate & Snow Hill.
22	All medications should be stored safely and securely at all times	Yes	Joint Inspection of Custody Action Plan	GREEN		Implemented.
23	Secondary dispensing should not be routine.	Yes	Joint Inspection of Custody Action Plan	GREEN		Implemented

Recommendation		Accepted	Governance	Status	Due Date	Comment
24	There should be a mental health liaison and/or diversion scheme to enable detainees with mental health problems to be identified and diverted in to appropriate mental health services as required.	Yes	Joint Inspection of Custody Action Plan	AMBER	August 2015	The NHS will be taking over Health Care Services within Custody by 1 st August 2015, at which point this action will be complete.
25	City of London police should review the staffing arrangements for sergeants undertaking the custody role to ensure consistency and continuity in the Custody Manager role and consistency of line management for police staff gaolers.	Yes	Joint Inspection of Custody Action Plan	GREEN		Implemented
26	Use of the dedicated custody web page should be developed to provide a central repository to enable staff to access information.	Yes	Joint Inspection of Custody Action Plan	GREEN		Implemented
27	All custody staff should know how to operate the hearing loop.	Yes	Joint Inspection of Custody Action Plan	GREEN		Implemented
28	Detainees being released should be offered a leaflet about support agencies.	Yes	Joint Inspection of Custody Action Plan	GREEN		Implemented
29	Cell checks should be systematically recorded so that progress in addressing defects can be monitored effectively.	Yes	Joint Inspection of Custody Action Plan	GREEN		Implemented

NOT PROTECTIVELY MARKED

Recommendation		Accepted	Governance	Status	Due Date	Comment
30	Mattresses should always be wiped down with an antibacterial cleaner between uses.	Yes	Joint Inspection of Custody Action Plan	GREEN		Implemented
31	Female detainees should routinely be offered feminine hygiene packs.	Yes	Joint Inspection of Custody Action Plan	GREEN		Implemented
32	Food preparation areas and equipment should be kept clean and hygienic at all times.	Yes	Joint Inspection of Custody Action Plan	GREEN		Implemented
33	Posters promoting free legal advice should be in good condition and displayed where they are easily visible.	Yes	Joint Inspection of Custody Action Plan	GREEN		Implemented
34	It should be clearly noted in custody records if a detainee has accepted or declined the right to have someone informed of their arrest.	Yes	Joint Inspection of Custody Action Plan	GREEN		Implemented
35	All resuscitation equipment should be checked regularly, and such checks should be documented.	Yes	Joint Inspection of Custody Action Plan	GREEN		Implemented

NOT PROTECTIVELY MARKED

Recommendation		Accepted	Governance	Status	Due Date	Comment
36	Needle exchange should be available to detainees leaving custody if required.	Yes	Joint Inspection of Custody Action Plan	GREEN		The Chair of the Substance Misuse Partnership has advised that this is not required based on demand and existing arrangements.
37	The section 136 protocol should be reviewed to ensure that it is in line with current policy.	Yes	Joint Inspection of Custody Action Plan	GREEN		Implemented

Stop & Search

This was a primarily a national report, but specific force recommendations were made separately.

The report was published July 2013

This action plan incorporates new recommendations to comply with the principles of the Home Office “Best Use of Stop & Search” which the Force signed up to on the 26th August 2014.

National Recommendations

Recommendation	Accepted	Governance	Status	Due Date	Comment
1 Chief Constables and the College of Policing should establish in the stop and search Authorised Professional Practice document a clear specification of what constitutes the effective and fair exercise of stop and search powers, and guidance in that respect. This should be compliant with the code of practice.	NA	NA	NA		This action is for the College of Policing re Authorised Professional Practice. The Force will work with the CoP in whatever capacity it can to support delivery of this recommendation.
2 Chief Constables should establish or improve monitoring of the way officers stop and search people, so that they can be satisfied their officers are acting in accordance with the law (including equality legislation and the code of practice), and that the power is used effectively to prevent crime, catch criminals and maintain public trust. This monitoring should, in particular, enable police leaders to ensure officers have the reasonable grounds (and, where applicable, authorising officers have the reasonable belief) required by law to justify each stop and search encounter.	Yes	Stop and Search Working Group	GREEN		CoLP uses robust monitoring systems

Recommendation		Accepted	Governance	Status	Due Date	Comment
3	Chief Constables should ensure that officers carrying out stop and search encounters are supervised so that they can be confident that the law is being complied with and that the power is being used fairly and effectively. Particular attention should be given to compliance with the code of practice and equality legislation.	Yes	Stop and Search Working Group	GREEN		An auditing regime is in place to ensure compliance.
4	The College of Policing should work with Chief Constables to design national training requirements to improve officers': understanding of the legal basis for their use of stop and search powers; skills in establishing and recording the necessary reasonable grounds for suspicion; knowledge of how best to use the powers to prevent and detect crime; and understanding of the impact that stop and search encounters can have on community confidence and trust in the police. Specific training should also be tailored to the supervisors and leaders of those carrying out stops and searches.	Yes	Stop and Search Working Group	NA		This action is for the College of Policing re Authorised Professional Practice. The Force will work with the CoP in whatever capacity it can to support delivery of this recommendation .
5	Chief Constables should ensure that officers and supervisors who need this training are required to complete it, and that their understanding of what they learn is tested.	Yes	Stop and Search Working Group	AMBER	Will be determined following College of Policing input	This is being developed, but will need input from the College of Policing.
6	Chief Constables should ensure that relevant intelligence gleaned from stop and search encounters is gathered, promptly placed on their force intelligence systems, and analysed to assist the broader crime fighting effort.	Yes	Stop and Search Working Group	GREEN		Stop and Search data is recorded on the force intelligence system.

Recommendation		Accepted	Governance	Status	Due Date	Comment
7	Chief Constables should, in consultation with elected local policing bodies, ensure that they comply with the code of practice by explaining to the public the way stop and search powers are used in their areas and by making arrangements for stop and search records to be scrutinised by community representatives. This should be done in a way that involves those people who are stopped and searched, for example, young people.	Yes	Stop and Search Working Group	GREEN		A Community Scrutiny group has been established.
8	Chief Constables should ensure that those people who are dissatisfied with the way they are treated during stop and search encounters can report this to the force and have their views considered and, if they wish, make a formal complaint quickly and easily. This should include gathering information about dissatisfaction reported to other agencies.	Yes	Stop and Search Working Group	GREEN		Complaints are monitored by Professional Standards; level are low with no trends. Any complaints are referred to the Stop & Search Working Party.
9	Chief Constables should introduce a nationally agreed form (paper or electronic) for the recording of stop and search encounters, in accordance with the code of practice.	Yes	Stop and Search Working Group	AMBER	Will be determined following Chief Constables Council input	The Force awaits recommendations from the Chief Constables Council and is moving towards a mobile tablet solution.

Recommendation		Accepted	Governance	Status	Due Date	Comment
10	Chief Constables should work with their elected local policing bodies to find a way of better using technology to record relevant information about stop and search encounters, which complies with the law and reveals how effectively and fairly the power is being used.	Yes	Stop and Search Working Group	AMBER	Phase 2 timescales are to be determined	A mobile tablet solution is planned. The Mobile working project will commence delivery of 'pilot' devices in December 2014. A Stop and Search solution is not planned to be deployed until phase 2.

City of London Police Recommendations

Recommendation		Accepted	Governance	Status	Due Date	Comment
1	Statistical data to be provided to police committee on an agreed regular basis.	Yes	Stop and Search Working Group	GREEN		Data is supplied on a quarterly basis.
2	Publish a force definition of an effective outcome from the use of stop and search powers.	Yes	Stop and Search Working Group	AMBER	To be determined upon nation guidance becoming available	The force awaits national guidance and discussion has been had with the Community Scrutiny Group

Recommendation		Accepted	Governance	Status	Due Date	Comment
3	To monitor and analyse the effectiveness of the use of the power.	Yes	Stop and Search Working Group	GREEN		Carried out at the quarterly stop and search steering group and the quarterly community scrutiny group
4	To analyse or review for effectiveness, fairness or impact upon the community.	Yes	Stop and Search Working Group	GREEN		A process is in place through the Community Scrutiny Group.
5	To analyse the effects of the use of stop and search powers on recorded and detected crime, including mapping of searches against crimes.	Yes	Stop and Search Working Group	WHITE		There has been consultation with the Community Scrutiny; mechanisms to enable analyse are expected with the mobile tablet solution.
6	To conduct public surveys seeking the views of people subjected to stop and search by the force.	Yes	Stop and Search Working Group	GREEN		Consultation has taken place with the Community Scrutiny Group and Corporate Comms. have created a twitter feed.

Recommendation		Accepted	Governance	Status	Due Date	Comment
7	To conduct force audits to assess the fair and effective use of stop and search.	Yes	Stop and Search Working Group	GREEN		This commenced in September 2014 and is ongoing.
8	To ensure all records contain sufficient information to support reasonable grounds.	Yes	Stop and Search Working Group	GREEN		This process is embedded through an auditing and supervisory regime which commenced in September 2014.
9	To comply with changes to Code A of PACE.	Yes	Stop and Search Working Group	WHITE		Revisions to the Police and Criminal Evidence Act Code of Practise A have not been released by the Home Office.
10	Ensure Officers respond to the new National Training Standard for Stop & Search.	Yes	Stop and Search Working Group	WHITE		The College of Policing is review national training, CoLP are awaiting the results.

Recommendation		Accepted	Governance	Status	Due Date	Comment
11	Ensure Officers are fit to exert Stop and Search powers.	Yes	Stop and Search Working Group	WHITE		The College of Policing will be introducing an assessment for officers. CoLP is awaiting its release.
12	To abide by the principals of the “Best Use of Stop & Search Scheme”	Yes	Stop and Search Working Group	AMBER	March 2015	CoLP has signed up to the scheme. Changes to the SOP and training will embed the principles.
13	Establish a Community Complaints Trigger	Yes	Stop and Search Working Group	GREEN		This process is in place though the Community Scrutiny Group.
14	Changes S60 Authorisations	Yes	Stop and Search Working Group	GREEN		This process has changed, ACPO level authorisation is required.
15	Stop and search data added to force crime maps	Yes	Stop and Search Working Group	AMBER	Phase 2 timescales are to be determined	A technical solution is required and is dependent upon Phase 2 of the Mobile Working Project.

Domestic Abuse

This was a national inspection with individual force recommendations.
The report was published March 2014.

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Recommendation		Accepted	Governance	Status	Due Date	Comment
1	The force should implement a new domestic abuse policy to provide greater clarity on stalking, harassment and the management of vulnerable people.	Yes	CoLP Domestic Abuse Action Plan	GREEN		Implemented
2	The introduction of reactive intelligence officers (RIOs) into the control room is seen as a positive development in improving the policing response to victims. The force should ensure that better coverage is available and that officers who are employed in this role are suitably trained and have access to all relevant information systems.	Yes	CoLP Domestic Abuse Action Plan	GREEN		Although there are RIO vacancies sufficient cover is available and a training plan delivered.
3	The force should develop a structured domestic abuse training programme focusing on the domestic abuse definition and providing scenario based examples to assist officers in making informed decisions on the assessment of risk and give clear guidance on delivering effective safeguarding actions.	Yes	CoLP Domestic Abuse Action Plan	AMBER	March 2015	Training is scheduled for front line officers and staff [Uniformed Groups, Front Office, Control, Communities, CID and the Crime Management Unit]. Delivery is from January 2015 to March 2015.

NOT PROTECTIVELY MARKED

Recommendation		Accepted	Governance	Status	Due Date	Comment
4	The force should make more effective use of body-worn cameras to capture early evidence of injuries and scene footage to strengthen the evidence base for prosecutions.	Yes	CoLP Domestic Abuse Action Plan	AMBER	March 2015	CoLP funding approved.
5	The MARAC process should be re-developed and more actively engaged in ongoing case management processes, including transient crime reporting to ensure that appropriate safeguarding measures are actioned in a consistent manner.	Yes	CoLP Domestic Abuse Action Plan	GREEN		Implemented in partnership with Corporation of London and Victim Support.

Strategic Policing Requirement

This was a national report

The report was published April 2014.

Note: the City of London Police specific report (published October 2014) did not make any formal recommendations.

Recommendations	Accepted	Governance	Status	Due Date	Comment
<p>1</p> <p>Chief constables should, immediately, establish a collective leadership approach that is committed to securing the required level of preparedness to respond to the national threats - in a way that is consistent across England and Wales. This should be done by:</p> <ul style="list-style-type: none"> • re-establishing their commitment to a National Policing Requirement that fully describes the response that chief constables are committed to providing to the tackle the national threats; • providing the capacity and capability necessary to contribute to the collective response by all forces to tackle the national threats; • monitoring how well forces are fulfilling their obligations to the National Policing Requirement and formally reporting the results to Chief Constables’ Council - at least annually; • fulfilling their promise to annually review the National Policing Requirement. 	NA	Chief Constables' Council	NA		Whilst this recommendation relates to chief officers collectively, the Force is committed to supporting the strategic policing requirement, evidenced by its inclusion in all strategic level threat and risk assessments and as a continuing priority in the policing plan.

Recommendations		Accepted	Governance	Status	Due Date	Comment
2	Chief constables should conduct an evidence-based assessment of the national threats (as described in the SPR), at least annually, and make it part of their arrangements for producing their strategic threat and risk assessments. This should start immediately because it is essential to understand the threat and risks before deciding upon the level of resources that are necessary to respond.	Yes	NA	GREEN		National threats are considered as part of the annual Strategic Assessment and all individual strategic threat and risk assessments.
3	Chief constables and PCCs should, as part of their annual resource planning, explicitly take into account their strategic threat and risk assessments when they make decisions about the capacity and capability required to contribute to the national response to those threats. This should start with immediate effect.	Yes	NA	GREEN		The Force's Annual Strategic Assessment results in the Control Strategy which informs the Force's response to national threats
4	Chief constables should work with the College of Policing to create national guidance that describes how forces should establish the number of PSUs they need to respond to their assessment of the local public order threat. This should be completed within six months.	Yes	NA	GREEN		There are existing national requirements relating to the number of PSUs required to respond to the public order threat. CoLP has a policing plan measure addressing this.

	Recommendations	Accepted	Governance	Status	Due Date	Comment
5	Chief constables should work with the Home Office, the National Crime Agency and CERT-UK (following its launch in March 2014) better to understand their roles in preparing for, and tackling the shared threat of a large-scale cyber incident. Their roles should cover the ‘pursue, prevent, protect and prepare’ themes of the Serious and Organised Crime Strategy.	NA	NA	NA		Not a recommendation for the Force, however, CoLP will work with the agencies in whatever capacity it can to support delivery of this recommendation.
6	Recognising the fact that both the understanding of the national threats and the police response to them are continually changing, the Home Office should regularly review the SPR to make sure its requirements remain relevant and effective.	NA	NA	NA		This recommendation is for the Home Office.
7	The College of Policing should work with chief constables to establish and specify the capabilities necessary (in a capability framework) for forces to use to assess whether or not they have the required capabilities to respond to the threat of terrorism. This should be completed within a year.	NA	N/A	NA		This recommendation is for the College of Policing, but will be supported by CoLP.
8	Chief constables should regularly, at least every two years, complete the College of Policing’s capability frameworks to help them assess whether or not they have the capabilities necessary to respond to the national threats.	Yes	Monitored by Strategic Development	GREEN		These frameworks have been completed and used to develop action plans. They are diarised for annual refreshes.

Recommendations		Accepted	Governance	Status	Due Date	Comment
9	Chief constables should work with the College of Policing to establish formal guidance to forces about how they should mobilise public order commanders between forces. This should be done within three months.	NA	N/A	NA		This recommendation is for the College of Policing to coordinate and produce guidance, however, it is supported by CoLP
10	Chief constables should agree, and then use a definition that specifies exactly what the term 'mobilised' means in relation to the testing of the police response required by the Police National Public Order Mobilisation Plan. This should be done within three months.	NA	Chief Constables Council	NA		This action is for Chief Constables collectively
11	Chief constables should provide those whose duty it is to call out public order trained staff with the information they need, 24 hours a day, seven days a week, so that they can mobilise the required number of PSUs within the timescales set out in the Police National Public Order Mobilisation Plan.	Yes	PMG	GREEN		Forms part of the measure re PSUs in the policing plan and is monitored by PMG
12	Chief constables should work with the College of Policing to agree and adopt a standard specification for all equipment that is necessary for the police to be able to respond to the national threats.	NA	NA	NA		This recommendation is for the College of Policing but will be supported by CoLP.
13	Once standard specifications are in place, the Home Office should support national procurement arrangements and, if police forces do not adopt them, mandate their use through regulation.	NA	NA	NA		This action is for the Home Office.

Recommendations		Accepted	Governance	Status	Due Date	Comment
14	Chief constables should demonstrate their commitment to the objectives of the Joint Emergency Services Interoperability Programme by, wherever practicable, aligning their operational procedures with the other emergency services.	Yes	ACPO	GREEN		Evidenced through pan-London arrangements across a range of operational activities + Benbow
15	Chief constables and the Director General of the NCA should prioritise the delivery of an integrated approach to sharing and using intelligence.	NA	Chief Constables Council	NA		Collective recommendation that is supported by CoLP.

Crime Data Integrity

This was a City of London Police specific report.
The report was published August 2014

Recommendation	Accepted	Governance	Status	Due Date	Comment	
Immediately						
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.	yes	CDI Action Plan	GREEN		Implemented
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.	yes	CDI Action Plan	AMBER	March 2015	Training to be scheduled, dip sampling to commence in November 2014.
3	The force should amend the procedure to transfer crimes to another force to include guidance on the transfer of evidential material.	yes	CDI Action Plan	AMBER	March 2015	This procedure is being reviewed.
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.	yes	CDI Action Plan	AMBER	December 2014	The Cannabis SOP is being reviewed and will be published for December 2014. All others necessary actions have been completed.
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.	yes	CDI Action Plan	AMBER	February 2015	Work ongoing to implement. Uniform and CID Officers briefing have been arranged.

Recommendation		Accepted	Governance	Status	Due Date	Comment
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.	yes	CDI Action Plan	AMBER	January 2015	The training package is being developed and incorporated into First Responder training.

Recommendation		Accepted	Governance	Status	Due Date	Comment
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Within 3 Months [by December 2014]

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.	yes	CDI Action Plan	AMBER	March 2015	Work ongoing to implement – dip sampling to commence in November 2014.
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.	yes	CDI Action Plan	AMBER	December 2015	A new process is being designed for implementation in December 2015.
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 HOCR and NCRS and the proper and timely operation of the audits. These should be subject to scrutiny through the performance management board.	yes	CDI Action Plan	GREEN		Plan produced.

Recommendation	Accepted	Governance	Status	Due Date	Comment
Within 6 Months [by April 2015]					
10	The force should conduct a NCRS and HOCR training needs analysis. Immediately thereafter, it should introduce a tiered, co-ordinated training programme on NCRS and HOCR, 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.	yes	CDI Action Plan	AMBER	April 2015 This is being discussed at Training Improvement Board, next meeting January 2015.

Core Business, previously known as Making Best Use of Police Time

This was a national report.

The report was published September 2014

The Core Business report makes 40 recommendations for national policing, all forces and the college of policing. An action plan is being produced for subject matter experts to agree action owners and deadlines.

Recommendation		Accepted	Governance	Status	Due Date	Comment
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.	NA	N/A	NA		This is for the National Lead on Crime Prevention.
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.	Yes	To be determined	WHITE		This is, in part, is dependent upon the publication of the National Preventative Policing Strategy and framework referenced in 1 above. However, the Policing Plan already contains specific provisions relating to prevention activities and there is a Force crime prevention strategy.

Recommendation		Accepted	Governance	Status	Due Date	Comment
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.	Yes	To be determined	WHITE		This will form part of an action plan
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.	Yes	To be determined	WHITE		This will form part of an action plan
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.	Yes	To be determined	WHITE		This will form part of an action plan. However. The Force already maintains a number of mechanisms for dissemination of best practice, including the Organisational Learning Forum and structured debriefs.
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.	NA	NA	NA		This action does not relate to CoLP, which already uses a force-level definition of a repeat victim of ASB

Recommendation		Accepted	Governance	Status	Due Date	Comment
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.	Yes	NA	GREEN		CoLP already has this ability
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.	Yes	To be determined	WHITE		This will form part of an action plan
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.	Yes	To be determined	WHITE		This will form part of an action plan
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.	Yes	NA	GREEN		CoLP already has this ability
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.	Yes	NA	GREEN		This has been done
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.	Yes	NA	GREEN		CoLP already complies with this 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.	Yes	NA	GREEN		CoLP already complies with this 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.	Yes	To be determined	WHITE		To form part of an action plan

Recommendation		Accepted	Governance	Status	Due Date	Comment
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.	Yes	To be determined	WHITE		To form part of an action plan
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.	Yes	To be determined	WHITE		College of Policing engagement with forces has not commenced.
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.	Yes	NA	GREEN		This is already managed within CoLP
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.	Yes	NA	GREEN		Already covered by existing SOP
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.	Yes	NA	GREEN		CoLP already complies with this 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.	Yes	NA	GREEN		CoLP already complies with this 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.	Yes	NA	GREEN		CoLP already complies with this 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.	Yes	NA	GREEN		CoLP already complies with this recommendation

Recommendation		Accepted	Governance	Status	Due Date	Comment
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.	Yes	NA	GREEN		CoLP already complies with this 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 details have been circulated on the PNC.	Yes	NA	GREEN		CoLP has systems in place (using Business Objects) that can produce all of the data requested
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.	Yes	NA	GREEN		The force is able to identify and track named suspects, and is planning to improve the effectiveness of this through changes in crime management being implemented over the next few months
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 2015.	Yes	To be determined	WHITE		This to form part of an action plan

Recommendation		Accepted	Governance	Status	Due Date	Comment
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.	Yes	To be determined	WHITE		This to form part of an action plan
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.	Yes	To be determined	WHITE		This to form part of an action plan
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.	Yes	To be determined	WHITE		This to form part of an action plan
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.	Yes	NA	GREEN		Completed as part of City First prior to moving to the current Force operating model
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.	Yes	NA	GREEN		Already operated by CoLP
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.	no	To be determined	WHITE		This will form part of an action plan.
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.	Yes	To be determined	WHITE		This will form part of an action plan.

Recommendation		Accepted	Governance	Status	Due Date	Comment
34	By 31 March 2015, every force should introduce a local bureaucracy reduction programme with a plan for quantifiable efficiency savings.	Yes	To be determined	WHITE		This will form part of an action plan.
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.	Yes	To be determined	AMBER	March 2015	Work in progress - Some projects are starting to identify this.
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.	Yes	To be determined	WHITE		This will form part of an action plan
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.	Yes	NA	GREEN		The Mobile working project will commence delivery of 'pilot' devices in December 2014 full rollout is plan thereafter.
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.	NA	N/A	NA		This recommendation is at a national level.

Recommendation		Accepted	Governance	Status	Due Date	Comment
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.	Yes	To be determined	GREEN		Covered within the framework for the proposed managed service with the City of London Corporation and a private company
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.	Yes	To be determined	GREEN		Covered within the framework for the proposed managed service with the City of London Corporation and a private company

Undercover Policing

Published October 2014

NOTE: This report is being considered by subject matter experts to produce an action plan. Action owners and deadlines have yet to be identified. Recommendations reproduced below relate to the police service, those relating to the National Crime Agency and other agencies have not been reproduced.

Recommendation		Accepted	Governance	Status	Due Date	Comment
8	Chief constables and the heads of law enforcement agencies should implement random drug testing of undercover officers.	Under Review	Under Review	WHITE		Recommendation currently under review within Force to define appropriate action
10	Chief constables, the heads of law enforcement agencies, the National Crime Business Area and the College of Policing should establish and implement consistent national psychological support for all undercover officers.	Under Review	Under Review	WHITE		Recommendation currently under review within Force to define appropriate action
14	Chief constables and heads of law enforcement agencies should ensure that undercover policing is only undertaken by officers in an accredited unit.	Under Review	Under Review	WHITE		Recommendation currently under review within Force to define appropriate action
17	Chief constables should establish and promulgate standard operating procedures to be adopted by all forces and other law enforcement agencies in accordance with the Authorised Professional Practice.	Under Review	Under Review	WHITE		Recommendation currently under review within Force to define appropriate action

Recommendation		Accepted	Governance	Status	Due Date	Comment
25	Chief constables and the heads of law enforcement agencies should ensure that any undercover officer who has received training on an unlicensed training course is not deployed until his or her competency has been assessed.	Under Review	Under Review	WHITE		Recommendation currently under review within Force to define appropriate action
30	Chief constables and the heads of law enforcement agencies should enforce a consistent and fair reintegration strategy to enable undercover officers to return to other policing or agency duties.	Under Review	Under Review	WHITE		Recommendation currently under review within Force to define appropriate action
32	Chief constables and the heads of law enforcement agencies should order an audit to be undertaken of the number of undercover officers that they have in their force or agency as a matter of urgency, so that they classify correctly those officers as active, reserve or dormant and can provide that information to those in the Metropolitan Police Service who maintain the national undercover index.	Under Review	Under Review	WHITE		Recommendation currently under review within Force to define appropriate action
35	Chief constables and heads of law enforcement agencies should direct that an assistant chief constable or equivalent should not be able to act as an authorising officer until he or she has attended and passed the authorising officers' course. In future, attendance at such a course should be regarded as a mandatory requirement prior to any assistant chief constable being appointed.	Under Review	Under Review	WHITE		Recommendation currently under review within Force to define appropriate action

NOT PROTECTIVELY MARKED

Recommendation		Accepted	Governance	Status	Due Date	Comment
37	Those who seek to become cover officers should attend and pass an appropriate course licensed by the College of Policing.	Under Review	Under Review	WHITE		Recommendation currently under review within Force to define appropriate action
38	Chief constables and heads of law enforcement agencies should ensure that their force or agency has, or has access to, an operational security advisor who has passed the relevant course.	Under Review	Under Review	WHITE		Recommendation currently under review within Force to define appropriate action
41	All undercover police officers and their managers should ensure that appropriate and consistent records of all deployments are written and retained. These should address both operational and welfare issues.	Under Review	Under Review	WHITE		Recommendation currently under review within Force to define appropriate action
43	Chief constables and the heads of law enforcement agencies should ensure compliance with all guidance on the records connected to a request for the authorisation to deploy an undercover officer.	Under Review	Under Review	WHITE		Recommendation currently under review within Force to define appropriate action
44	Chief constables and heads of law enforcement agencies should require all those engaged in undercover policing to adopt and comply with the requirements of the National Decision Model.	Under Review	Under Review	WHITE		Recommendation currently under review within Force to define appropriate action

NOT PROTECTIVELY MARKED

Recommendation		Accepted	Governance	Status	Due Date	Comment
45	Chief constables and the heads of law enforcement agencies should introduce an internal review process for undercover operations involving an independent senior investigating officer to ensure integrity, objectivity and compliance with the law.	Under Review	Under Review	WHITE		Recommendation currently under review within Force to define appropriate action
49	Chief constables and the heads of law enforcement agencies should review their force or agency's approach to the use of undercover online policing and in every case ensure compliance with the Strategic Policing Requirement.	Under Review	Under Review	WHITE		Recommendation currently under review within Force to define appropriate action

Committee: Police: Performance and Resource Management Sub Committee	Date: 4 th December 2014
Subject: HR Monitoring Information 1 April – 30 September 2014	Public
Report of: Commissioner of Police Pol 76-14	For Information

SUMMARY

This report provides an overview of the City of London Police HR monitoring information for the six month period 1 April 2014 to 30 September 2014 and provides a three year trend analysis.

The report covers the areas of:

Workforce planning and recruitment

- The Force currently has a strength of 743 police officers against a model (establishment) 730.5 officers. The Force currently engages 433 police staff against a model of 486 staff. However, the Force is currently utilising a high proportion of agency and fixed-term contract staff to cover posts against the established model (115)

Attrition

- A total of 26 police officers and 13 Special Constables left the Force during the reporting period. A total of 36 police staff left the Force during the reporting period.

Equality and diversity

- Ethnicity-The proportion of regular officers from an ethnic minority in the Force is rounded to approximately 6%.
- There are currently 33 police officers and 24 police staff who identify themselves as having a **disability** as defined by the Equality Act

Managing attendance

- Sickness-average working days lost for Police Officers is currently running at 4.4 days against a target of 6 days. Police Staff is currently running at 4.9 days against a target of 7 days. Details of comparison with City of London Corporation sickness are included in tables 5 and 6.

Employment relations

- ETs- The Force has managed four Employment Tribunal claims over the past year, with one outstanding case currently at the Tribunal hearing stage.

RECOMMENDATION

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

MAIN REPORT

BACKGROUND

1. This report provides an overview of the City of London Police HR monitoring information for the six month period 1 April 2014 to 30 September 2014. This report provides information relating to the following areas:
 - Workforce planning and recruitment
 - Attrition
 - Equality and diversity
 - Managing attendance
 - Employment relations

WORKFORCE PLANNING AND RECRUITMENT

2. **Police Officers** – the Force currently has a strength of 743 police officers against a model (establishment) 730.5 officers. The difference between strength and model accounts for the annual recruitment of probationary officers in managing attrition through transfers, resignations and retirement of established officers.
3. An active recruitment campaign is also underway to increase the number of Special Constables within the Force. The number of Special Constables currently stands at 55 against a target of 100.
4. **Police Staff** – the Force currently engages 433 police staff against a model of 486 staff. However, the Force is currently utilising a high proportion of agency and fixed-term contract staff to cover posts against the established model (115). The Force is currently working to reduce the reliance on these staff through a reformed establishment control process (Budgeted Post Board) which is chaired by the Assistant Commissioner and attended by the HR Business Partners for each Directorate. The Force aims to move to a position of as close to zero agency worker use as possible by 31 March 2015. This will be achieved through a review of, and then permanent recruitment to cover any vacant posts within the model. In addition the Force employs 49 staff in supernumerary posts (of which 12 are permanent staff) to undertake temporary roles and responsibilities such as for projects and locum cover for staff on maternity leave. This equates to a total strength for police staff of 482 FTEs.

5. A number of internal reviews are currently being undertaken which have the potential to impact on the numbers of police staff as a wider focus on achieving efficiency savings across the Force.-
6. The Force is also actively recruiting a number of Police Community Support Officers (PCSOs) owing to a number of PCSOs being successfully recruited as probationary police constables within the City of London Police.

Attrition

7. **Police Officers** – a total of 26 police officers and 13 Special Constables left the Force during the reporting period.
8. The HR department are in the process of reviewing the potential attrition of police officers as a result of changes to the Police Pension Scheme.
9. **Police Staff** – a total of 36 police staff left the Force during the reporting period. Tables 1.1 to 1.3 below provide an analysis of the Force's attrition.

Table 1.1 – Police Officers

Reason for leaving	Apr-Sep 2014
Death in service	0
Dismissed	1
Medical Retirement	0
Retirement	13
Transfer	2
Resignation	10
Total	26

Table 1.2 – Special Constabulary

Reason for leaving	Apr-Sep 2014
Death in service	0
Resignation	11
Joined Regulars	2
Dismissal	0
Total	13

Table 1.3 – Police Staff

Reason for leaving	Apr-Sep 2014
Death in service	0
Dismissed	3
Medical Retirement	1
Retirement	0
Transfer	1
Resignation (inc end of contract)	31
(To join the Police Service, not CoLP)	0
Total	36

10. Tables 1.4 and 1.5 below show the comparative figures for police officers and police staff over the last 2 years.

Table 1.4 - Police Officers

Reason	2011 /12	2012/13
Deceased in service	0	0
Dismissed	3	1
Medical Retirement	0	0
Retirement	29	37
Transfer	5	5
Resignation	11	7
Total	48	50

Table 1.5 - Police Staff

Reason	2011 /12	2012/13
Deceased in service	0	0
Dismissed	1	1
Medical Retirement	0	1
Retirement	5	11
Transfer	0	1
Resignation (inc end of contract)	30	43
(To join the Police Service, not CoLP)	1	1
Total	37	58

EQUALITY AND DIVERSITY

11. Information relating to the principle protected characteristics of police officers and police staff is set out below.

12. The **race and ethnicity** of police officers is set out in Table 2.1 below. The majority of officers who identify themselves as BME sit in a broad range of ranks from Constable to Chief Inspector, although there remains significant under representation of BME

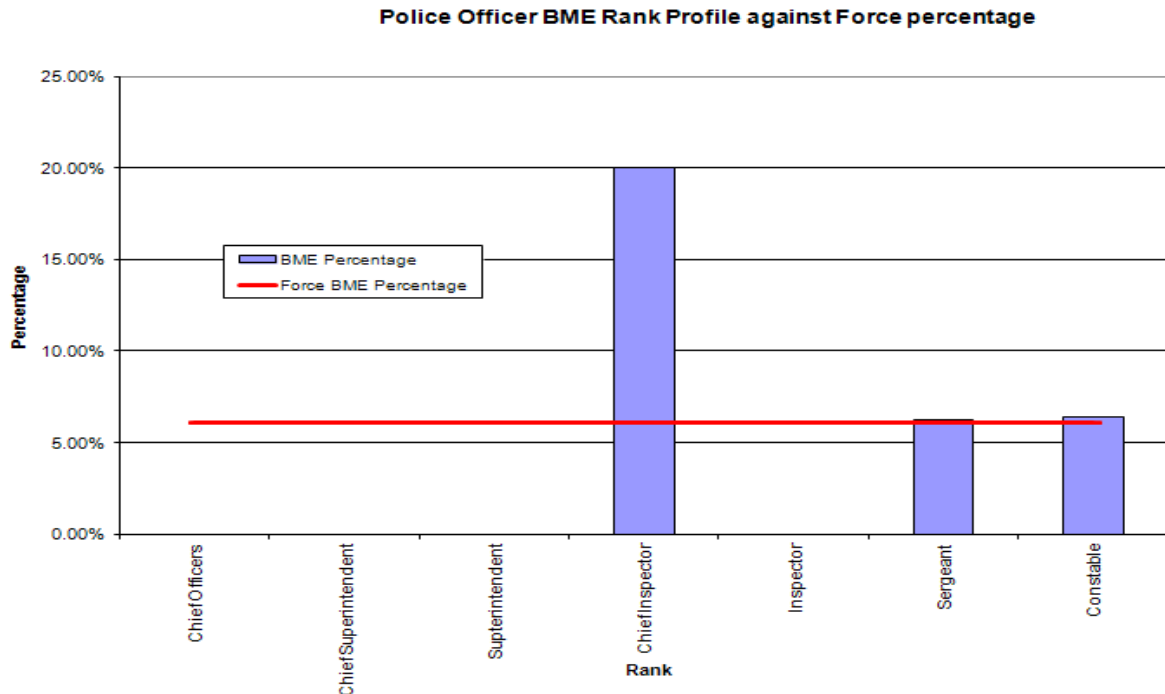


Table 2.1

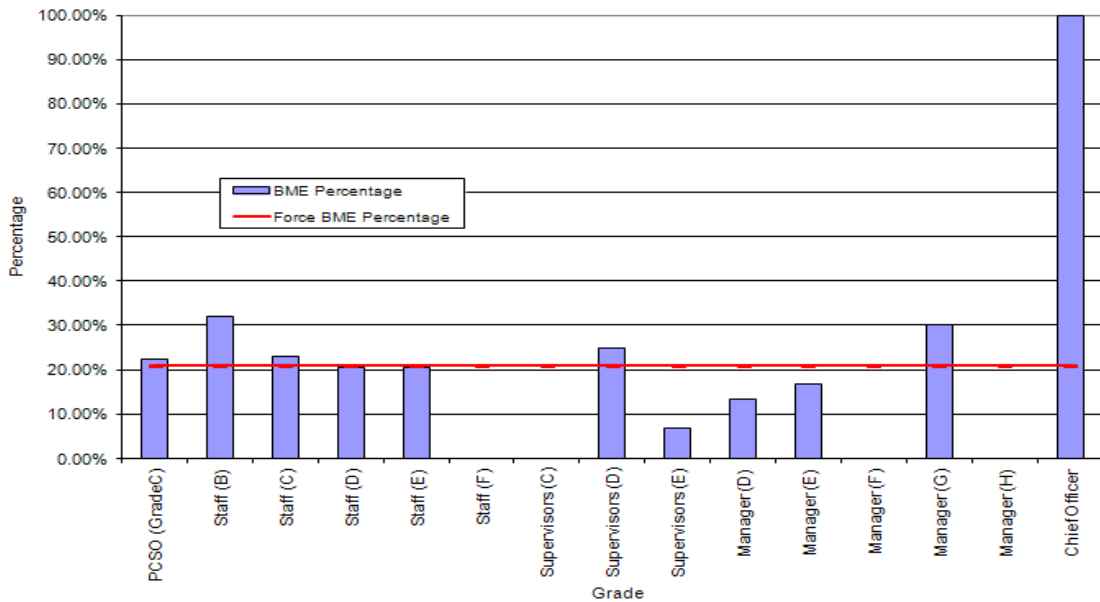
officers at senior ranks. The HR Recruitment team have work planned with the Equality, Diversity and Human Rights (EDHR) team and the Black Police Association (BPA) as part of an overall plan to improve recruitment and retention within the Force.

13. Attracting candidates from underrepresented groups into careers in policing is recognised as a national issue and the Force is in close liaison with the College of Policing regarding initiatives, eg, recently all BME PCs/DCs who were interested in the Fast Track Programme (Constable-Inspector) were invited to attend a development day hosted by the College.

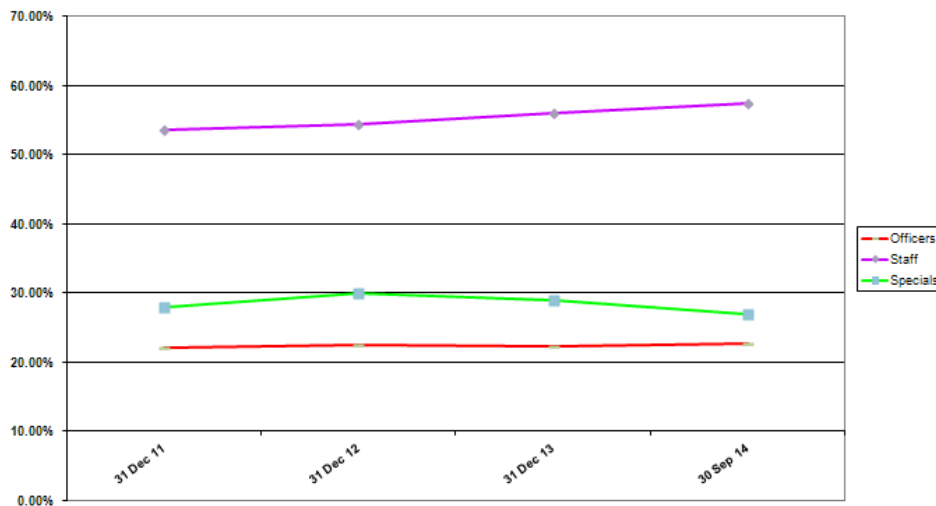
14. The **race and ethnicity** of police staff is set out in Table 2.2 below. Staff who identify themselves as BME occupy a broad spectrum of roles and grades throughout the Force.

Table 2.2 (Below)

Police Staff BME percentage Grade Profile



Workforce Female Gender Profile 2011 - Present



15. In respect of **gender**, there has been a gradual increase in the number of female police officers and police staff over the past year, and this is set out in Table 3 above. The table shows the overall data during the past three years to date.

16. There are currently 33 police officers and 24 police staff who identify themselves as having a **disability** as defined by the Equality Act. The Force also currently have 56 police officers and 14 police staff who are identified as working within **restricted or recuperative duties**. These staff are currently being reviewed as part of a significant scrutiny process in preparation for the implementation of recommendations around the 'X Factor' as part of the Winsor Review of terms and conditions for police officers. This guidance is expected to be received from the Home Office by the end of December 2014.

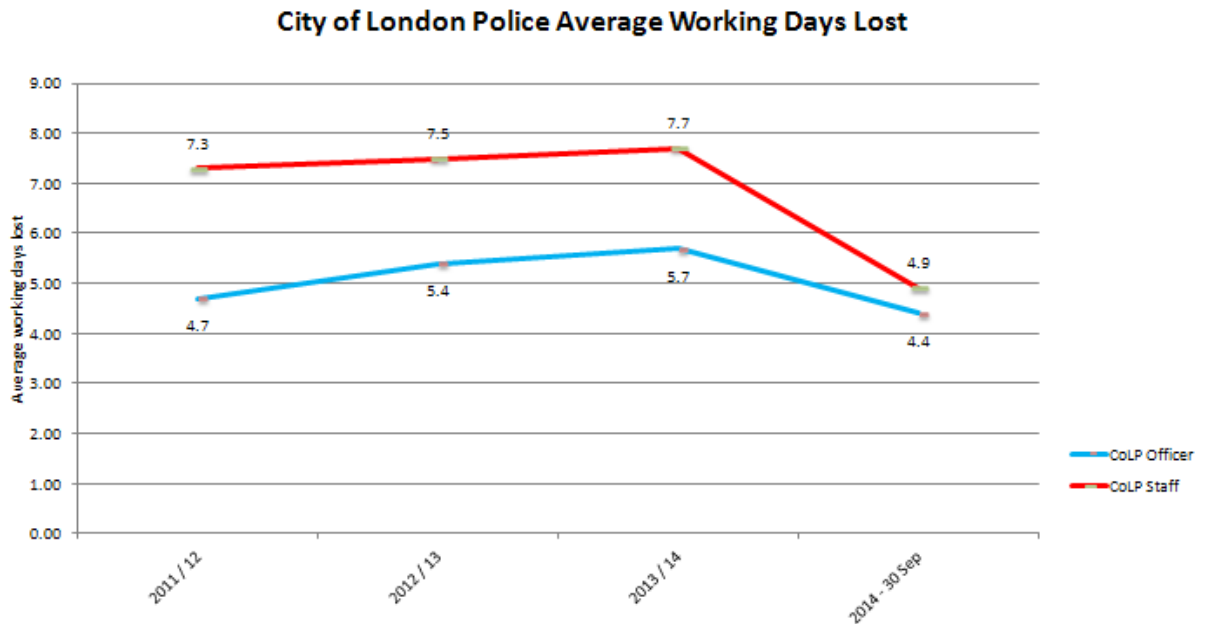
17. All police officer and police staff are invited to define their **sexual orientation** as part of the recruitment process, however many staff choose not to answer this question. A total of 18 police officers and staff have identified themselves as either lesbian, gay, bisexual (LGB).
18. The **age** profile of the Force indicates that there are 18 police officers who are eligible to retire within the next twelve months and 27 police officers who are aged between 51 and 58. For police staff, two members of staff are aged over 65 and 20 are eligible to retire.
19. The workforce of the Force is diverse and in terms of **religion**; 34.7% of police officers and staff identify themselves as Christian, 2.8% as Muslim and 2.7% as 'another religion or belief' with 22.7% having no religion or belief. 37.1% of police officers and staff have not disclosed their religion or belief.

MANAGING ATTENDANCE

20. Management of sickness absence within the City of London Police sickness is currently by means of Regulation 28 meetings for Police Officers. Police staff absence management has now been transferred to the City of London Sickness Absence Review Group (SARG), in order to apply a consistency and parity for City of London employees. The SARG process transferred seamlessly and is working well.
21. Police officer sickness absence targets are set at 6 working days per annum, and absence is currently running at 4.4 days. The Force is currently ranked 4th out of 43 police forces in managing sickness absence against Home Office figures.
22. Police staff sickness absence targets are set at 7 working days per annum and absence is currently running at 4.9 days. The Force is currently ranked 25th out of 43 forces for managing sickness absence against Home Office figures. (See Tables 5 and 6 below for a comparison of average days lost by CoLP and COL.)
23. Table 4 below compares the trend between officers and police staff for the last 3 years by average working days lost. It can be seen that both officers and police staff have seen a slight increase in working days lost over the past three years. However, at this point absence targets for the current year are anticipated will be met.

24. In comparison, the national CBI figures on Sickness Absence for 2013 were 6.9 days within the Public Sector (down from 8.1 in the previous year) and 4.9 within the Private Sector (down from 5.9 in the previous year). Figures are published in July of each year.

Table 4



25. Tables 5 and 6 below are graphical representations of short-term and long-term sickness average working days lost for City of London Police (CoLP) and City of London (CoL) support staff only. It can be seen that Force has fluctuated around 3.5 to 4.4 days for both short term and long term sickness absence. As of the 30th September 2014 the Force has 4 Police staff on long-term sickness absence, this equates to 2.0 days for Long-term and 1.8 days short-term.

Table 5

City of London Police Average Working Days Lost

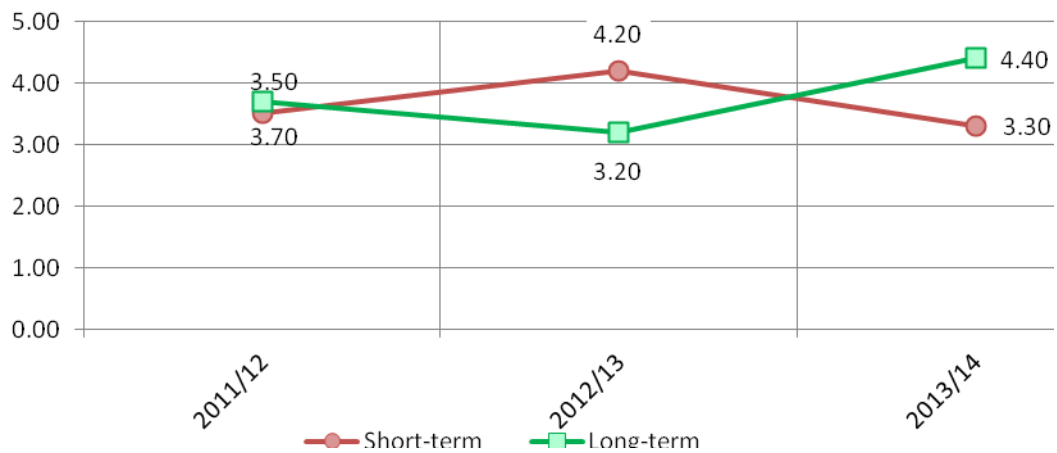


Table 6

City of London Average Working Days Lost



EMPLOYMENT RELATIONS

26. The Force has been managing a relatively low number of employment relations cases. The Force has managed four Employment Tribunal claims over the past year, with one outstanding case currently at the Tribunal hearing stage.

CONCLUSION

27. The Force faces some significant challenges in the near future and the HR Department are working to effectively support the organisation in realising the change agenda ahead. A continued effective approach to managing the workforce in terms of recruitment, retention and sickness absence is key to realising essential savings in resources and improving efficiencies within the Force.

Appendices

None

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Committee:	Date:
Police Performance and Resources Sub-Committee	4 th December 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 September 2014 and October 2014 as well as further information 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. Good progress has been made in undertaking the 2014/15 audit plan: a mini-assurance review of data submitted to HMIC has been fully completed: one full review of Business Continuity/Disaster Recovery has been completed to draft report stage; and a mini-assurance review of Police Bank Accounts has been completed to draft report stage.

Two full reviews have been completed to final report stage since the last update review:

Police Programme Office: (Green Assurance Rating) This review established that the Programme Office is delivering an efficient and useful role in co-ordinating Police major projects. One green recommendation was made, which has been considered by the Town Clerk and will be partly implemented.

Police Compensation Claims: (Green Assurance Rating) This audit review has established that there are satisfactory controls operated in the handling of compensation claims. There are, however, some minor improvements required in general Force awareness concerning claims handling. The inclusion of information concerning claims in the quarterly report made to the Professional Standards (Police) sub-Committee should also be considered.

Assurance Mapping: This exercise has identified the current status of management and third party scrutiny of the Force's activity. Whilst no recommendations were required for the CoLP to action, the results will be used to inform the audit planning process for the five year audit plan 2015/16 to 2019/20.

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 October 2014.

Delivery of Internal Audit Work.

2. All 2013/14 planned work has now been completed, with three audits finalised since the September 2014 update report: Police Programme Office; Compensation Costs and CoLP Assurance Mapping.
3. Good progress has been made in undertaking 2014/15 planned work. One mini-assurance review related to the HMIC Benchmarking exercise has been fully completed. An examination of Bank Accounts has been completed to draft report stage. The two planned full reviews for the year have been started: Business Continuity/Disaster Recovery has been completed to draft report stage; and the fieldwork for Police Overtime is progressing. 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 the HMIC Benchmarking exercise is included below and the outcome of current work in progress will be included in the next update report to your sub-committee.

Summary of audit review outcomes - 2013/14 Planned Work

Police Programme Office (10 days) – Green Assurance – 1 green priority recommendation

4. This audit review has established that the Programme Office is providing a necessary role in ensuring that projects vital to the City Futures initiative are properly coordinated, kept on track and within budget (both in terms of cost and time).
5. Governance: A clear governance structure is in place. It was, however, recommended that the Town Clerk considered the requirement for CoLP projects to be scrutinised by the City's Project Board after the robust challenge that the Force's Senior Management Team undertake. The Town Clerk felt that it is important to ensure that all major projects are scrutinised by the

Project Board, but would instruct the committee clerk to seek to reduce the time gap between CoLP project approval and Project Board meetings.

6. Information Systems: The Programme Office utilises project recording and monitoring software called RAID. This provides staff with the ability of set up projects (including details of resources and timeframes for task completion), to make revisions to project details as necessary, and update the status and progress of projects. Audit sample testing revealed that the system is being updated as required.
7. Staffing: The Programme Management Office staff have been subject to appropriate job evaluation and justification in accordance with the business needs for the CoLP City Futures project.
8. Budgetary Control: The budget for the Programme Management Office is adequately defined for financial management processes and included within overall CoLP budget monitoring reports.

Police Compensation Claims (20 days) – Green Assurance – 3 green priority recommendations

9. This audit review has established that there are satisfactory controls operated in the handling of compensation claims. There are, however, some weaknesses in general Force awareness concerning claims handling. The inclusion of information concerning claims in the quarterly report made to the Professional Standards (Police) sub-Committee should also be considered.

Record Keeping

10. A complete record of all cases being dealt with by the Professional Standards Office, City Solicitor and Chamberlain's Insurance Section is maintained. Audit testing of a sample of files established that entries on the record accurately reflect supporting files and are appropriately referenced to provide an audit trail.

Claims Handling

11. Discussion with the Insurance Manager and CoLP Professional Standards Officer did, however, establish that there is no procedure for ensuring that all claims are forwarded to the Professional Standards Section. If they are received in the post or at a police station front desk they should be passed to the Professional Standards Section who will allocate a unique reference for handling and tracking purposes. They are, however, sometimes given to the section specified in the claim and then forwarded to City Solicitors without the Professional Standards Section allocating a unique reference.
12. The absence of written procedures could result in delays handling claims, because they could be lost in the system; this may also result in additional costs if claims are not responded to within times specified by the claimant's legal representatives.

Settlement Authorisation

13. There are robust checks and balances in place to ensure that payments of settlements are made for the correct amount and in accordance with agreed conditions. These include: detailed information on case files provided by the CoLP; correspondence with legal representation; and claims processing and authorisation by the Chamberlain's Insurance Section.

Claims Mitigation

14. It was established that a list of issues raised because of claims is maintained and that these are discussed at regular section meetings with a view to preparing business cases for training.

15. Details of behaviour which has resulted in claims are forwarded to the Learning and Development Group, which is chaired by Assistant Commissioner Ian Dyson and the appropriate training and communications to mitigate similar claims are considered by that group.

Governance

16. There is currently no report made to the Police Senior Management Team concerning the status of claims and their settlement. This means that the Commissioner may not be aware of the cost involved as a result of complaints received against police activity. It is especially pertinent in view of the estimated full cost of current open cases (in the region of £1.4million).

17. Examples of issues identified due to sample testing of claims were:

- Inappropriate comments to people in custody, contributing to a complaint upheld by the Tribunal (court costs £42,300);
- Loss of Incident Report Books (IRBs) which hindered a successful appeal against a ruling (court costs £48,000) ;
- Damage to a vehicle by police dog (£15,500 successfully claimed);
- Careless driving, which resulted in claims of third party damage and damage to police vehicles (£183,000 paid to third parties)..

18. Information concerning compensations claims is currently not included within quarterly reports made to the Professional Standards (Police) sub-Committee, which should be considered by the Commissioner in order to provide Members with a greater level of information concerning the Force.

Assurance Mapping (5 days)

19. Information was gathered on the following business areas:

- **Critical systems**
- **Due diligence activities**
- **Strategic Emerging Issues**
- **Key transformational programmes and projects**
- **ICT Assurance**

20. The CoLP's Senior Management Team has taken steps to ensure that there is an adequate management and supervision framework **covering critical systems**. This activity is enhanced by the independent assessment performed by HMIC, the Home Office and other national agencies.

21. Responsibility for due **diligence activities** including: preparation of the Annual Policing Plan; Budget Reporting and Financial Management; Risk Register maintenance; reporting to the Police Committee; and review of National "Leadforce" Performance Outcomes, have been allocated to members of the Senior Management Team. These activities are also subject to review by HMIC and the Home Office, with the City of London Corporation providing support services, including the Town Clerk's management of committee reporting, the Chamberlain's Financial Service Division supporting budget preparation and financial reporting, and the Chamberlain's Corporate Risk Advisor giving advice on risk management issues.

22. The CoLP's **strategic risks** have been rated by the Force using the "traffic light" system. There are fourteen strategic risks and five of these have been rated as "Green"; nine are currently rated as "Amber". Risk ownership is spread across the CoLP and there is mitigating activity from third parties, including the Metropolitan Police, British Transport Police, the Ministry of Defence and the City of London Corporation.

23. **Emerging issues** are included within the Policing Plan 2013/15 and include: anti-social behaviour; begging; and criminality linked to the night time economy. The responsibility for these areas rests with the Uniformed Policing Directorate. There are also a number of community projects which support the CoLP in tackling these issues such as, Pub Watch; Shop Watch; Face Watch and Safer Partnerships.

24. The City First Change Programme was a wide ranging project which has been classified for the purposes of this review as a **key transformational project**. The outcomes of this programme are subject to reporting prepared by the Superintendent – Strategy, Performance & Review. Success is also subject to scrutiny from HMIC and the Home Office.

25. **ICT Assurance** is focused on the ICT Risk Register since IT Business Continuity is rated Amber on the CoLP Strategic Risk Register. There are 23 ICT risks being addressed by the CoLP. The Force is working with the City of London IS Division to develop a partnership IS provision delivery with the City and IS partners Agilisys. The management of these is the responsibility of the Director of Corporate Services, the Director of ICT and regular reports are being made to the Force Risk Assurance Group. Third party inputs provided by the Association of Police Authorities and the Home Office. This entails reviews that examine specific areas of compliance to national standards of crime data statistic collection and the CoLP's access to shared data systems maintained by these bodies.
26. The assurance map demonstrates that Internal Audit Assurance is providing assurance across most of the business areas. Within the last five years reviews have been undertaken of Governance and Financial Management (2011/12); Risk Register Maintenance (2010); Business Continuity Arrangements (2011/12); Information Assurance Maturity Model (IAMM) compliance (2012/13) and the City First project (2012/13 & 2013/14).
27. Some gaps in Internal Audit coverage have been identified and these will be addressed by specific internal audit reviews.. These include: IS Business Continuity (2014/15): and Systems/Security/Strategy (2015/16); a review which will examine the accuracy of crime data collected (2014/15), a review has also been undertaken to verify the validity of data used for the Police VFM Benchmarking exercise.
28. The Assurance Map as at 30th September 2014 is included within Appendix Three attached.

Mini – Assurance and Spot Check Reviews – 2014/15 Planned Work

HMIC Assurance Review

29. There were two aspects to this project: to verify the accuracy of data submitted to the HMIC for Police Authority benchmarking statistics; and work with the external consultants Baker Tilly, who were commissioned by the CoLP to produce a range of useful comparators from CoLP financial, manpower and population data, which can be reported to members to demonstrate the CoLP's performance benchmarked against similar police authorities (in terms of population and police activities).
30. Audit sample testing established that the information provided by the CoLP for HMIC was based on accurate financial information obtained from CBIS General Ledger.
31. A number of meetings were attended with the consultants Baker Tilly, the Assistant Commissioner, and the Chamberlain's Business Support Director. Advice was provided concerning the methodology developed by Baker Tilly. It was also concluded that the chosen methodology was appropriate and was based on relevant financial, manpower and population data.

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

32. The Internal Audit section has recently undertaken two reviews in City Procurement. One review is concentrating on payment of invoices, and the other, examining the work of the Corporate Buying Team. These reviews have been progressed to draft report stage. Any outcomes relevant to your sub-committee will be provided in the next audit update report.

Implementation of Audit Recommendations

33. The recommendation made as a result of the Programme Office review has been partially implemented. Any recommendation as a result of reviews currently at draft stage will be reported in the next audit update report.

Conclusion

34. All planned work for 2013/14 has now been fully completed. 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

Appendix 3 Police Assurance Mapping exercise outcome as at 30th September 2014

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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 PROGRAMME 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	3rd November 2014	Completed	-	-	1	1

Full Reviews				Recommendations			
Project	Planned Days	Completion Date	Current Stage	Total Red	Total Amber	Total Green	Total
<p>ASSURANCE MAPPING EXERCISE In order to provide Members with details of how the risks City's departments and the City Police face are mitigated, and to identify areas where limited internal audit resources need to be targeted, a programme of assurance mapping exercises will, therefore, be undertaken.</p>	5	3 rd November 2014	Completed	-	-	-	-
<p>POLICE COMPENSATION CLAIMS During the course of police operations there are inevitable incidents where innocent parties are inadvertently affected by police activity. The management of claims made against the Police including arrangements to mitigate the risk of claims being made will be examined.</p>	20	14 th November 2014	Completed	-	-	3	3
<p>THIRD PARTY PAYMENTS The City Police procure a range of services from external organisations in support of their operations; this expenditure includes consultancy work. This review will include an analysis of the categories of payments and determine compliance with the City's Financial Regulations. It will also examine budgetary control and establish the justification for making expenditure of this nature.</p>	15	30 th May 2014	Completed	-	-	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	Completed	-	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	Completed	-	-	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 December 2014	Fieldwork				
<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	30 th November 2014	Draft Report				

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	3 rd November 2014	Completed	-	-	-	-
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	Fieldwork				
POLICE BANK ACCOUNTS This review will examine the maintenance of bank accounts opened for prisoners and proceeds of crime.	5	30 th November 2014	Draft Report				

Project	Planned Days	Planned Completion Date	Current Stage	Total Red	Total Amber	Total Green	Total
Spot Check Reviews							
CASH INCOME	3	30 th November 2014	Fieldwork				
PROPERTY & FRONT OFFICES	2	30 th November 2014	Fieldwork				
POLICE INTERPRETERS FEES	5	31 st March 2015	Not Started				

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Force Priority	Operational Process	Management Control	Corporate Responsibility	Third Party Review	Internal Audit Assurance
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Ensure the City of London Police runs an effective and efficient service by holding the Commissioner to Account

Critical Systems:

- (1) AIRWAVE - IT
- (2) ANPR – Automated Number plate recognition – I & I
- (3) CBIS – CoL Financial Management System – City of London Corporation
- (4) Command & Control – Control Room
- (5) E Mail – Electronic Mail system - IT
- (6) Holmes – Holmes Database – Crime Investigation Dir
- (7) ICCS – Control Room
- (8) Internet - IT
- (9) iTrent – CoL pay and historical payment system – City of London Corporation
- (10) Knowfraud – NFIB
- (11) Network (LAN/WAN) – internet communications - IT
- (12) NSPIS Case Preparation – Judicial case preparation – CJU
- (13) NSPIS Custody – Custody System – CJU
- (14) NSPIS HR – Human Resources – HR
- (15) PNC – Police National Computer – PNC Bureau
- (16) Telephony – Telephone system – IT
- (17) UNIFI – Local Crime & Intelligence System – I & I

Note: area subject to significant change resulting from transfer of operations to Chamberlain IS/IT and Agilysis

- ACPO Director of Corporate Services (1 - 17)
- Crime Investigation (tbc)
- Intelligence and Information (tbc)
- Economic Crime (6, tbc)
- Intelligence and Information (tbc)
- Uniformed Policing (13)
- National Fraud Intelligence Bureau (10 & 17)

- Chamberlain's – CBIS Team (3)
- Chamberlain's – Payroll/Pensions (9)
- Chamberlain's – IS/IT Division (1-17)

- Association of Police Authorities
- The Home Office
- Information Commissioner (DP/FOI)

- Internal Audit will undertake a review of Business Continuity as part of the 2014/15 Internal Audit Plan.
- Internal Audit will undertake a review of IT Strategy/Security as part of the 2015/16 Internal Audit Plan.

Due Diligence Activities – Key processes that support the running of the business:

- (18) Annual Policing Plan preparation
- (19) Risk Register Maintenance
- (20) Police Committee activities
- (21) Review of National Leadforce Performance Outcomes.
- (22) Police Professional Standards Team

- Commissioner (18 - 22)
- ACPO Operations (18 - 21)
- Assistant Commissioner (18 - 22)
- Commander National Economic Crime Lead (21)

- Town Clerk's - Committee Services (20)
- Chamberlain's - Risk Management (SR 19)
- Corporate - IS Board

- The Home Office (18)
- Her Majesty's Inspectorate of Constabularies (HMIC) (18/22)
- National Crime Agency. (21)

- Governance and Financial Management 2011/12
- Risk Register Maintenance 2010
- Six Monthly Internal Audit update reports to the Performance and Resource Management (Police) sub committee.
- Police VFM Benchmarking Assurance Exercise 2014/15 Internal Audit Plan

Strategic Risks

- SR 01** Inadequate response to terrorism within the City (Current Rating: GREEN)
- SR 02** Reduction in public confidence in the Force as a result of terrorist attack against City (Current Rating: GREEN)
- SR 03** Inadequate management of a high profile event (Current Rating: GREEN)
- SR 04** Underperforming as Lead Force for Economic Crime (Current Rating: AMBER)
- SR 05** Reduction of staff morale/well-being (Current Rating: AMBER)
- SR 09** Delivery of new Force Estate (Current Rating: GREEN)
- SR11** Delivery of Policing Plan Priorities and Measures (Current Rating: GREEN)
- SR12** Loss of ECD external funding streams (Current Rating: AMBER)
- SR 14** IT Business Continuity (Current Rating: AMBER)
- SR 16** Impact of CSR savings on Force Capability (Currently Unrated: Amber)
- SR 17** Continued pressure on funding streams reducing overall Force budget. (Current Rating AMBER)
- SR 18** Vulnerability of Force IT network security being comprised (Current Rating AMBER)
- SR 19** Failure in Provision of Custody Service (Current Rating: AMBER)
- SR 20** Policy approval and management process leaves Force open to potential litigation. (Current Rating: AMBER)

- Counter Terrorism Architectural liaison Team. (SR 01 - SR 03)
- Counter Terrorism Security Advisors. (SR 01 - SR 03)
- CT & Serious Crime Directorate. (Sr 01 - SR 03)
- Economic Crime Directorate. (SR 04)
- National Fraud Intelligence Bureau (NFIB).
- ACPO Director of Corporate Services. (SR 12 - SR 18)
- Superintendent – Strategy, Performance & Review (SR11)
- ACPO (SR 01 - SR 20)
- ACPO Director of Corporate Services (SR12)
- Force Risk Assurance Group (SR 01 - SR20)
- ICT Section BC Planned Reviews)SR 14)
- ICT Section (SR 14, SR18)

- City Surveyor's Department (SR 09)
- Chamberlain's Business Support Director (SR 09)

- Metropolitan Police. (SR 01 - SR03)
- British Transport Police. (SR 01 - SR 03)
- Ministry of Defence. (SR 01 - SR03)
- Her Majesty's Inspectorate of Constabularies (HMIC) (SR's 3,11,16,17,19)

- Specific Audit Reviews:
- Internal Audit Review: Business Continuity Arrangements 2011/12, plus BCP/IT DR review 14/15
- Internal Audit Review: IAMM Compliance 2012/13

Force Priority	Operational Process	Management Control	Corporate Responsibility	Third Party Review	Internal Audit Assurance
Set policing priorities taking into account the views of the community	<p>Emerging Issues</p> <ul style="list-style-type: none"> • Anti-social behaviour • Begging • Criminality linked to the night time economy. 	<ul style="list-style-type: none"> • Uniformed Policing Directorate. 		<ul style="list-style-type: none"> • Pub Watch. • Shop Watch. • Face Watch. • Safer City Partnership. 	
Ensure value for money in the way the police is run.	<p>Key transformation programmes and projects:</p> <ul style="list-style-type: none"> • City First project • City Futures Project 	<ul style="list-style-type: none"> • Superintendent – Strategy, Performance & Review 		<ul style="list-style-type: none"> • HMIC • The Home Office 	<ul style="list-style-type: none"> • Internal Audit Review 2012/13 • Internal Audit Review 2013/14
Ensure the City of London Police runs an e-service by holding the Commissioner to account	<p>ICT Assurance</p> <p>ICT Risk Register:</p> <p>ICT01 Unable to provide effective Airwave support causing operational impact</p> <p>ICT02 IT Dept. unable to adhere to approved processes or operate at the required level and therefore unable to provide the agreed support and service functions for the Force.</p> <p>ICT03 Certain Mitel telephone systems reach end of life by October 2015, the Force unable to communicate effectively affecting Force capability.</p> <p>ICT04 Loss of specialised knowledge and unique skill sets has resulted in staff attrition due to ECIS approach and continuing uncertainty of IT, leading to decline in level of service provision.</p> <p>ICT05 Poor service delivered to customers, undue delays in services provided.</p> <p>ICT06 Windows XP and Desktop Operating System go end of live early 2014 and will no longer be supported.</p> <p>ICT07 Loss of IT services causing severe impact to the Force.</p> <p>ICT09 No Cyclic replacement programme in place.</p> <p>ICT10 ANPR BOF does not have any supplier support contract, so any large failures could render the system inoperable.</p> <p>ICT12 Lack of permanent DBA resource within CoLP IT leading to an inability to deal with database related issues or service impacting failures.</p> <p>ICT13 The Force IT systems business continuity plan does not have the level of maturity required. In addition, there are certain systems that do not have BC in place such as Airwave or Know Fraud.</p> <p>ICT15 No contracted support for critical systems and hardware due to maintenance support agreements expired or not in place.</p> <p>ICT16 Major failures or high levels of faults within software and old hardware (OS and tools) may not be repairable due to the age of the software and hardware. Risk of extended service outage to the Force whilst replacements procured.</p> <p>ICT19 Expensive, ineffective or poor IT solutions delivered to business with subsequent poor service or perceptions/loss of confidence of IT Department.</p> <p>ICT20 Poor budget management will lead to financial non-compliance overspend or under spend on items which are required by the Force and lost opportunities.</p> <p>ICT22 Possible loss of Force hardware, breach of security policies, inaccurate warranty costs & insurance/asset values. Potential breach of software licence agreements. Potential avoidable costs being incurred through failing to redeploy unused licenses.</p> <p>ICT23 Tape Backup Hardware is old and continually failing.</p>	<p><i>Note: area subject to significant change resulting from transfer of operations to Chamberlain IS/IT and Agilysis</i></p> <ul style="list-style-type: none"> • Director of Corporate Services • CIO City of London • Force Risk Assurance Group 	<p>Chamberlain's Dept - ICT Director</p>	<ul style="list-style-type: none"> • The Home Office • Association of Police Authorities 	<ul style="list-style-type: none"> • Internal Audit of Police - System Security/Strategy as part of the 2015/16 Internal Audit Plan. • Internal Audit IS/IT coverage of City of London, and Agilysis operations as they come under new management arrangements