



Performance and Resource Management Sub (Police) Committee

Date: WEDNESDAY, 18 MARCH 2015
Time: 11.30 am
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

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

Enquiries: Katie Odling
tel. no.: 020 7332 3414
katie.odling@cityoflondon.gov.uk

Lunch will be served in the Guildhall Club at 1pm

**John Barradell
Town Clerk and Chief Executive**

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**
To agree the public minutes and summary of the meeting held on 4 December 2014.

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

For Information
(Pages 5 - 6)
5. **COLLABORATIVE SERVICES (CITY OF LONDON CORPORATION AND THE CITY OF LONDON POLICE)**
Report of the Deputy Town Clerk.

For Information
(Pages 7 - 14)
6. **POLICING PLAN MEASURES 2015-16**
Report of the Commissioner of Police.

For Decision
(Pages 15 - 38)
7. **HMIC INSPECTION UPDATE**
Report of the Commissioner of Police.

For Information
(Pages 39 - 66)
8. **PERFORMANCE AGAINST TARGETS IN THE POLICING PLAN 2014-17 FOR THE PERIOD 1ST APRIL 2014 – 31ST DECEMBER 2014**
Report of the Commissioner of Police.

For Information
(Pages 67 - 100)
9. **PUBLIC PERCEPTION SURVEY UPDATE**
Report of the Commissioner of Police.

For Information
(Pages 101 - 106)

10. **VALUE FOR MONEY BENCHMARKING UPDATE**

Report of the Commissioner of Police.

For Information
(Pages 107 - 114)

11. **INTERNAL AUDIT UPDATE REPORT**

Report of the Head of Internal Audit and Risk Management.

For Information
(Pages 115 - 124)

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

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

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PERFORMANCE AND RESOURCE MANAGEMENT SUB (POLICE) COMMITTEE **Thursday, 4 December 2014**

Minutes of the meeting of the Performance and Resource Management Sub (Police) Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 4 December 2014 at 10.00 am

Present

Members:

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

Officers:

| | |
|--------------|--------------------------------|
| Alex Orme | Town Clerk's Department |
| Katie Odling | Town Clerk's Department |
| John Galvin | Performance Management Officer |
| Paul Nagle | Chamberlain's Department |

City of London Police

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

1. APOLOGIES

There were no apologies for absence.

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 26 September 2014.

4. OUTSTANDING REFERENCES

The list of outstanding references was noted.

5. VALUE FOR MONEY BENCHMARKING ANALYSIS

The Sub Committee received a report of the Commissioner of Police which outlined the key findings of the Value for Money Analysis carried out on behalf of the Force by external consultants, Baker Tilly.

The Chairman invited representatives from Baker Tilly who undertook the analysis of the HMIC VfM profiles for the Force to present on their findings as

they had identified a number of suitable forces to find more appropriate comparisons to address the Committee.

The cost performance analysis provided some evidence that indicated that the Force had an overall cost performance issue when compared with all Forces and also the notional peer group. In particular, the areas that the analysis had highlighted as consistently being of concern with regard to cost effectiveness were –

- 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)

Members noted that in relation to the non-financial measures of effectiveness i.e. the composite indicators identified, had shown mixed results in how cost effective the Force was in delivering its outcomes.

In relation to the population variance, 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. Furthermore, it was noted that all forces, including the City of London Police were measured using Office of National Statistics.

This work has produced a diagnostic model that the Force could use to analyse future HMIC VfM profiles in a more meaningful way and identify more useful areas for further scrutiny.

The Assistant Commissioner agreed to submit a report to the next meeting regarding next steps and how the Force intended to use the methodology going forward and also update on any discussion/negotiations with HMIC regarding population and other matters.

RESOLVED – That the report be noted.

6. **SATISFACTION SURVEYS**

The Sub Committee received a report of the Commissioner of Police which provided an overview of issues relating to Victim of Crime Satisfaction Surveys.

Further to the discussion, the Assistant Commissioner agreed to submit a report regarding the future use of Public Perception Surveys and what the Force would be doing instead to improve satisfaction.

RESOLVED – That the report be noted.

7. PERFORMANCE AGAINST TARGETS IN THE POLICING PLAN 2014-17 FOR THE PERIOD 1ST APRIL 2014 - 30TH SEPTEMBER 2014

The Sub Committee received a report of the Commissioner of Police which summarised performance against the Policing Plan 2014 – 2017 for the first period 1st April 2014 – 30th September 2014.

Target Performance – As part of next year’s Policing Plan Members considered it would be beneficial to reference the night time economy, particularly in respect of reducing levels of victim based violent crime and reporting of anti-social behaviour.

1.6.1a – Ensure that at least 90% of victims of fraud investigated by the City of London are satisfied with the service provided – The Assistant Commissioner advised that he would look to ensure that the survey process was clear and the rationale behind the questions was significant.

The Sub Committee noted that theft of motorcycles and bicycles continued to rise which was mainly due to organised crime and this was an area of work that was being progressed.

The Assistant Commissioner provided assurance that where incidents were transferred to an alternative Force, victim care was extremely important and officers were conscious of ensuring a smooth transition of data.

RESOLVED – That the report be noted.

8. HMIC INSPECTION UPDATE 2014/15

The Sub Committee received a report of the Commissioner of Police which provided an update on the Forces 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 requested a more comprehensive narrative of issues which were outstanding in the next report. It was also agreed that the Force would only report on any new inspections since the previous report and by exception for any existing recommendations.

RESOLVED – That the report be noted.

9. HR MONITORING INFORMATION - 1 APRIL - 30 SEPTEMBER 2014

The Sub Committee received a report of the Commissioner of Police which provided an overview of the City of London Police HR monitoring information for the six month period 1 April 2014 to 30 September 2014 and provided a three year trend analysis.

The Sub Committee commented on the inconsistency in quality in the presentation of the report and requested that trend data be included in the next report on BME.

RESOLVED – That the report be noted.

10. INTERNAL AUDIT UPDATE REPORT

The Sub Committee received a report of the Head of Internal Audit and Risk Management which provided an update on the internal audit reviews undertaken between September 2014 and October 2014 as well as further information on the completion of the 2013/2014 Internal Audit Plan. The report also included a schedule of planned work for 2014/2015.

Governance Structure - The Sub Committee noted that a clear governance structure was now in place in relation to the Police Programme Office. It had been 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 was important to ensure that all major projects were 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.

Police compensation claims - Members were informed that a flavour of the claims received could be provided through the dashboard and Officers were giving consideration to the compliance process for this matter. Further information on claims trends would be circulated to Members.

Business continuity/Disaster Recovery – The Head of Internal Audit and Risk Management informed the Committee that a draft report had been produced but was yet to be issued due to an ad hoc piece of work that required completion.

Where there were staff changes or a reduction in budget, the Chamberlain would be consulted to express concern that there should not be a reduction in the level of audit service provided to the Police.

An updated project plan for the 14/15 audits would be circulated to Members.

RESOLVED – That the report be noted.

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

There were no questions.

12. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no items of urgent business.

The meeting ended at 12.05 pm

Chairman

Contact Officer: Katie Odling
tel. no.: 020 7332 3414
katie.odling@cityoflondon.gov.uk

PEFORMANCE AND RESOURCE MANAGEMENT SUB (POLICE) COMMITTEE

OUTSTANDING REFERENCES

| Meeting Date & Reference | Action | Owner | Status |
|--------------------------|--|---|---|
| 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>In Progress</i> – The Force has instigated the Annual Reporting process with the CoLP Corp Communications Director and highlighted the desire to include positive HMIC Inspection outcomes in this year’s report etc. |
| 26/09/2014 Item 8 | Report on the Collaborative Services report in 6 months | Head of Corporate Performance and Development | <i>Complete</i> Agenda item 9 |
| 04/12/14 Item 5 | Value for Money Benchmarking Analysis - a report regarding next steps and how we intend to use the methodology going forward and also update on any discussion/ negotiations with HMIC regarding population etc. | Assistant Commissioner | <i>Complete</i> Agenda item 8 |
| 04/12/14 Item 6 | Submit a report regarding the future use of Public Perception Surveys and what the Force will be doing instead to provide a richer picture of satisfaction. | Assistant Commissioner | <i>Complete</i> Agenda item 7 |
| 04/12/14 Item 10 | <u>Police compensation claims</u> - Members were informed that a flavour of the claims received could be provided | Head of Internal Audit/Assistant Commissioner | |

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|--|--|------------------------|---|
| | through the dashboard and Officers were giving consideration to the compliance process for this matter. Further information would be circulated to Members. | | |
| | <p>Where there were staff changes or a reduction in budget, the Chamberlain would be consulted to ensure that there was not a change in the level of audit service.</p> <p>An updated project plan would be circulated to Members.</p> | Head of Internal Audit | <p>There will be no reduction in the level of audit service in 2015/2016.</p> <p>Complete Agenda item 11</p> |

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|--|------------------------|
| Committee(s) | Dated: |
| Efficiency and Performance Sub (Finance) Committee – For Information | 04/03/2015 |
| Performance and Resource Management Sub (Police) Committee – For Information | 18/03/2015 |
| Subject: Collaborative Services (City of London Corporation and the City of London Police) | Public |
| Report of: Deputy Town Clerk | For Information |

Summary

Work has been ongoing between the City of London Corporation (City Corporation) and the City of London Police (City Police) to develop shared service activity. Financial pressures, and a desire to enhance effectiveness wherever possible, have continued to drive this process.

This report follows on from one tabled in September 2014 and provides an update on activity and developments since this time.

This report seeks to provide an overview into four key themes of collaboration between the City Police and the City Corporation going forward. These are in Customer Services, Community Safety, the Joint Contact and Control Room and the Ring of Steel. These work streams have been built upon the successful delivery of large transformative programmes such as the IT Modernisation and Accommodation projects. The confidence to undertake these activities is, in turn, based upon the delivery of smaller scale, and now firmly established, working relationships.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Background

1. The City Corporation and the City of London Police have been engaging in a number of collaborative activities over a considerable period of time. Many of these undertakings were articulated in the Collaborative Services report presented to Members in September of 2014.
2. This report follows on from that previous document and provides updates on the more recent collaborations. Furthermore, it is designed to provide an insight into

potential future collaborations and opportunities for both the City Corporation and the City Police.

3. The nature of the interaction between the City Corporation and the City Police has continued to evolve. Previously, the sharing of services was on a reasonably small scale and involving single services or deliverables. More recently this has developed into much bigger shared projects. The Accommodation and IT Modernisation projects exemplify this shift. As is outlined in this report, this evolution has continued. Future work will be concentrated around four key 'streams' of work which will define the interaction between the City Corporation and the City Police.
4. This sharing of work will ensure that both the City Corporation and the City Police are able to deliver to the expectations of their customers whilst meeting considerable cost pressures.
5. This report will not reprise well established shared service items. The September 2014 version of this report is available to Members upon request.

Four Key Themes

6. The City Corporation and the City Police have been developing their work together around four key work streams:
 - A. Customer Services
 - B. Community Safety
 - C. Joint Contact and Control Room (JCCR)
 - D. Ring of Steel
7. Each of these areas are in different stages of development, and quality improvement and efficiency savings will only become quantifiable as the projects evolve.

A. Customer Services

8. This project is aimed at aligning divergent strategies relating to the same group of individuals – our customers. The first phase of the project has the aspiration of better defining our customers and thereby accurately assessing their expectations. In so doing it will be possible to design our service provision efficiently around their requirements. This will drive efficiency savings and improve the way that we interact with our customers. It is important that this work is undertaken as it informs the work of the other collaborative streams.
9. One of the key objectives is to improve listening, trust, perception and confidence and establish baselines from which improvement can be measured. The following outcomes are required from better working with businesses, residents, visitors and other key stakeholders:
 - Understanding the public requirement for the services provided and aligning process to meet that requirement
 - The public to have increased confidence in the police and engage in a more positive and helpful way with them
 - Ensure that resources and process are targeted on what the public actually wants (so costs can be optimised)
 - Areas of importance to the public are known by the City Corporation and City Police and inform the areas of work that will be focussed on

- Types of customers can be segmented so that specific services can be tailored to meet their needs rather than one size fits all
 - An understanding of what the key enabling requirements are in terms of skills, data, processes, measures, etc that are required to better meet the public need
 - Understand the experience of different groups of the public
 - Improve efficiency and remove inconsistencies in the customer's experience
 - The public experience a seamless experience across both the City Police and the City Corporation; no functional silos (encourage 'one team').
10. Customer surveys have recently been completed, and a draft report has been received which better identifies customer needs. This work was a collaborative undertaking, with costs and resources shared. Outputs are informing the newly formed Customer Services Steering Group (CSSG). The CSSG reports into Summit Group and both of these fora involve Chief Officers from both the City Corporation and the City Police. The CSSG has the goal of providing recommendations on customer services related projects, opportunities and the prioritisation of resources. This aligning of work has tremendous potential to improve customer interaction and deliver considerable cashable savings.

B. Community Safety

11. The Community Safety stream of work is aimed at identifying areas of activity across the City Police and the City Corporation which have commonality in their aims, objectives and outcomes, and exploring better ways of working. The project will both respond to internal service reviews and ensure compliance with current and new legislation. This work will identify opportunities to work collaboratively across the City Corporation, the City Police and its partners to deliver services as they relate to community safety. This collaborative working is expected to improve customer outcomes relating to safer communities as well as reduce costs by removing duplication and waste by making better use of:
- Information gathering, management and sharing of business intelligence
 - Governance
 - People
 - Performance management and reporting
 - Accommodation
12. A collaborative operating model is expected to reduce overall operating costs across both organisations not only by removing duplication, but also looking at options where appropriate to cross skill staff, co-locate and make better use of accommodation and increase information sharing.
13. Work has continued between the City Corporation and the City Police in developing the Community Safety Hub concept. During the last reporting period work has been undertaken to establish the formal governance of the project. The Community Safety Hub has now been approved and supported by the Chief Officer Group on 15 October 2014, and formal approval at gateway 1 and 2 in November and December 2014. The Community Safety project has also been included on the corporate road map of the Corporate Programme Delivery Unit as a joint transformational project.

14. The project team, involving officers from both the City Corporation and the City Police, have worked through a wide list of services provided across the two organisations to compile a 'long list' of areas which may be considered to be in-scope for this project. From the long list, officers are now looking to identify a 'short list' of services or quick wins to pilot the concept of co-location.
15. Licensing is an area that has already been co-located for a couple of years and a review session has taken place to understand any lessons from this, which will then help inform the Community Safety project.
16. To determine what functions are first in scope for this project we have looked at the Priority Plan of the Safer City Partnership. From this, four areas of focus would benefit from improved ways of working under this model concept. These are:
 - Reducing the negative impact of the Night Time Economy & Anti-social Behaviour on the City.
 - Tackling Domestic Abuse.
 - Road Danger Reduction - Reducing Road Related Risks.
 - Counter Terrorism & Civil Disorder - Making the City Safe Place.
17. Service areas or functionality under consideration to achieve the above improvements include Community Intelligence and Community Safety, Casualty Reduction and Road Safety, Crime Prevention, Emergency Planning and Business Continuity, Markets and Public Protection (pollution control, street trading, financial fraud, food fraud) and fatal/major workplace health and safety investigations, Social Care (Children and Families) and Public Protection units.
18. The next steps are to work through the detail and practicalities of bringing these functions together and identifying what the barriers are to co-location and better intelligence sharing. The project officers are mindful that this project has interdependencies with other corporate projects running in parallel, JCCR, Customer Service Strategy and the Ring of Steel and will be working closely to ensure they complement each other and are working to achieve their respective goals.

C. Joint Contact and Control Room (JCCR)

19. The JCCR project has the aspiration of overcoming a number of issues relating to information sharing, communications, facilities and infrastructure. The vision of the project is 'a jointly-managed, operationally efficient and cost-effective service that will deliver a consistent and streamlined customer service response to a world-class standard'. Benefits include improved practice and learning, reduced costs, joint response to incidents and co-ordination of multi-agency emergencies.
20. Members may recall that the September report noted the successful pilot involving the Contact Centre. The JCCR project will seek to build upon the successes and learning generated out this earlier work.

D. Ring of Steel

21. The Ring of Steel upgrade programme involves a review of the existing and potential CCTV and ANPR (Automatic Number Plate Recognition) camera locations, and the identification and integration of emerging technologies. This is with the aspiration of improving security, reduce the risk of priority crime, protecting residents, business and the transient communities. It will improve

efficiency and effectiveness of business areas across the City Police and the City Corporation, particularly in acquisitive and violent crime, road and pedestrian safety, uninsured vehicles and the disruption of organised crime gangs. The project is collaborative as it has the potential to change fundamentally the interactions between the City Corporation and the City Police, particularly in relation to the role of the police, and Corporation staff, on the street.

22. Currently plans envisage a phased three step approach. Clearly with any technology project there is a strong link to our IT contractor, Agilisys. It is envisaged that we will be able to leverage our contract with them to ensure maximum value is delivered.

Current Activities

IT Modernisation

23. As of Dec 2014 Agilisys took responsibility for the providing a managed IS Service to the City Police. The service take-up and transformation projects are now well underway and progressing to plan.

24. The integrated IT Department is established and working well, although resourcing and volume of work continues to be a challenge.

25. Key outcomes remain as stated previously, namely:

- Effective delivery of core IS services and a stable and robust infrastructure
- Provide resilience for key roles within the department, thereby minimising the risk of 'single points' of failure
- Deliver projects and programmes to a higher standard
- Better meet business needs and to keep abreast of new technology that supports these needs

It should be noted that there is a programme of delivery for the above points, and the outcomes will be delivered over a period of time.

26. A review of contracts and savings is underway and the volume and timing of these savings is currently being developed. Savings will be achieved by using the existing technology to do more, rationalising some elements where they are now duplicated or redundant, and through cost avoidance and economies of scale.

27. A number of key projects have been completed or are nearing completion, for example the Police Desktop Project and the move to Guildhall Yard East and the mobile working project. These projects are examples of changes to the IT estate, which will enable business efficiencies and savings.

28. The IT Modernisation work is also reporting its work through to the Police Committee and the Information Systems Sub (Finance) Committee.

Accommodation

29. The Accommodation Programme is designed to modernise and reduce the overall City of London police estate to 150,000 sq. ft. This equates to a reduction of 100,000 sq.ft. The programme is designed to improve the working environment, enabling the Police to work flexibly and effectively whilst consolidating the number of locations. This project is intimately linked to the IT Modernisation activity as described above.

30. As of December 2014, the refurbishment of Guildhall Yard East was completed. The Force has a phased programme to occupy the building which will conclude by the end of March 2015.
31. City Surveyors are currently preparing detailed designs to refurbish Wood Street.
32. City Surveyors have also organised the marketing of Bernard Morgan Section House. This property, previously used by the City Police as a section house, is being marketed with a 150 year leasehold with offers in excess of £17.5m being sought.
33. The Accommodation Programme is an example of the joint working between the City Police and the City Surveyor's department, supported by IS.

Existing Activities

34. Whilst not being a focus of this report, it is worthwhile to note briefly some of the current established collaboration activities. These include
 - Procurement and Procure to Pay (PP2P), now City Procurement
 - Occupational Health
 - Public Relations
 - Contact Centre
 - Internal Audit
 - Payroll
 - Legal
 - Financial Services

Activity with other Forces

35. Members will recall that the last report to your Sub Committee provided a high level overview of the broad range of collaborations and partnerships that exist between the City of London Police and other police forces or partner agencies. There has not been any change to the position reported in September 2014. In total there remain some 42 arrangements, from informal agreements to signed protocols and arrangements that bring with them significant levels of funding (especially with respect to Economic Crime and National Lead Force activities). Areas covered are diverse and include responding to Chemical, Biological, Radioactive and Nuclear incidents, terrorist related shootings and intelligence gathering to provision of medical services in custody suites and disaster victim identification.
36. The Force continues to operate 17 separate collaborative arrangements with the Metropolitan Police Service (MPS), some of which include other forces. The details are as reported to your Sub Committee in September 2014. Most of the benefits associated with collaboration are non-cashable efficiencies. However, in addition to the operational benefits these arrangements afford, they do have associated financial benefits. For example, the signed protocol governing cross border mutual aid (Benbow) brings with it the provision of training, which if the Force were to pay for would cost in excess of £500,000. Similarly, the signed arrangement that supports firearms cross border mutual support means that the Force does not have to maintain two armed response vehicles, again mitigating the need for a substantial financial commitment (£200,000). Signed protocols exist for many operational areas covering aspects of policing that are either rare or non-existent in the City (such as suicide killings or kidnaps/extortions) which

means the City of London Police can maintain a capability in very specialist areas but without the significant costs attached to maintaining such units.

37. The Force's collaborative arrangements continue to enhance operational delivery, support capacity and capability in specialist areas and often bring with them substantial financial benefit to the Force.

Conclusion

38. The City Corporation and the City Police have continued to expand their working relationship. The four collaborative work streams described in this paper clearly have great potential to deliver further efficiency and an enhanced customer experience. The confidence to proceed with these ambitious proposals has been, in part, due to the successful delivery of major transformative work, such as the IT Modernisation and Accommodation projects.
39. Looking forward there will be further opportunities for collaboration between the City Police and the City Corporation. This includes Human Resources where activities are currently ongoing exploring ways to better work together, ensuring a more efficient corporate approach to the function. There is a clear commitment from both the City Police and the City Corporation to work collaboratively to manage areas of risk and maximise savings.
40. There are a number of positive outcomes for closer working: sharing best practice; cost reductions; and better delivery to customer expectations.

Appendices

None

Background Papers

Collaborative Services (City of London Corporation and the City of London Police): to Efficiency and Performance Sub (Finance) Committee on 10 September 2014 and Performance and Resource Management Sub (Police) Committee on 26 September 2014. A hard copy of this report is available upon request.

John Galvin

Corporate Performance and Development Team

T: 020 7332 1275

E: john.galvin@cityoflondon.gov.uk

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|---|-----------------------------|
| Committee(s): | Date(s): |
| Police: Performance and Resource Management Sub Committee | 18 th March 2015 |
| Subject: | Public |
| Policing Plan Measures 2015-16 | |
| Report of: | For decision |
| Commissioner of Police Pol 17/15 | |

Summary

This report presents to your Sub Committee the amended Policing Plan measures for 2015-16, together with an indication of how they will be reported against. The measures are detailed in Appendix A. They are:

1. The level of specific counter terrorism deployments tasks that are completed
2. The level of community confidence that the City of London is protected from terrorism
3. The level of evidence-based education and enforcement activities, supporting the City of London Corporation's casualty reduction target
4. The percentage of ANPR activations where vehicles are intercepted by the City of London Police
5. The percentage of those surveyed who are satisfied with the information provided to them about large scale, pre-planned events and how those events were ultimately policed
6. The level of victim-based violent crime
7. The level of victim-based acquisitive crime
8. The level of antisocial behaviour incidents
9. The percentage of victims of fraud investigated by the Economic Crime Directorate who are satisfied with the service provided
10. To ensure City Fraud Crime, investigated by ECD results in a positive action whether through offender disposal, prevention or disruption
11. The attrition rate of crimes reported to Action Fraud
12. The number of complaints against Action Fraud
13. Level of the National Lead Force's return on investment
14. The value of fraud prevented through interventions
15. The percentage of victims of fraud who are satisfied with the Action Fraud reporting service
16. The level of Force compliance with requirements under the Strategic Policing Requirement
17. The level of satisfaction of victims of crime with the service provided by the city of London police
18. The percentage of people surveyed who believe the police in the City of London are doing a good or excellent job

Recommendation

Members are asked to receive this report and approve the measures for use over 2015-16.

Main Report

Background

1. This report presents your Sub Committee with the measures developed to support delivery of the Policing Plan.
2. Members have previously endorsed the Force's proposal not to set formal targets for 2015-16, in common with many other Forces. The proposal was made to avert any unintended perverse incentives that targets can create.
3. Two workshops were held with Members; at the second workshop, a suite of measures were presented by the Force for consideration. The majority of the measures were endorsed by Members, who suggested some additional measures, which were subsequently included in the Policing Plan that was approved by your Police Committee on 26th February 2015.
4. Although the Policing Plan has been approved, this report provides your Sub Committee with an opportunity to consider the measures in isolation and in detail, and approve the use of the measures as presented or subject to further amendment.

Current situation

5. One of the principal concerns expressed by Members was how performance against the measures would be assessed without a formal set target. The police service, together with many other services and companies, has used targets for many years to drive their business. It is therefore a significant cultural shift to move from a target-based system to one that reports levels of performance. It is arguable that it demands more of the recipients of the information to make a professional judgement in terms of how to read and treat the data.
6. Ultimately the Force wants to use performance management to maintain a high level of service delivery, improving where necessary to meet the needs of victims and the community and to be able to evidence the work the Force is doing to deliver its policing priorities. The shift from targets actually began around two years ago when Members approved use of measures that were not quantitative – the roads policing measure supporting the City of London Corporation's "Killed, Seriously Injured" (KSI) reduction target is an example. Performance against that measure is assessed in terms of the types of operations and events delivered which are designed to improve road safety for all road users. KSI figures are reported as an indication of the impact of the Force's activities. There are more of these types of measures in the revised suite of measures for 2015-16.
7. To move away from the 'Red, Amber, Green' culture that is associated with traditional targets, the Force will use one of three categories to describe the current state of performance for any particular measure. Those categories

are: “Satisfactory” – indicating that performance is within accepted tolerance levels; “Close monitoring” – indicating either that performance is just below satisfactory levels or longer term trends indicate a deteriorating state; and “Requires action”- indicating that levels of performance are significantly below tolerance levels or longer term trends indicate a significantly deteriorating state. The criteria will need careful refinement. For the majority of the measures past performance will be used as a guide to indicate tolerance levels or whether improvement is needed.

8. At the end of the year, instead of reporting that a particular target has been ‘achieved’ or ‘not achieved’ (which is now no longer possible), a narrative for each measure will be included that provides an assessment of performance over the course of the year.
9. All the measures are attached at Appendix A. The majority of the measures have the methodology and assessment criteria included, however, there are a few instances of where some detail is still be worked through, consequently it has not been possible to include all the detail in the Appendix. However, that information should be available by the time your Sub Committee meets and will be available to Members at the meeting.

Recommendation

10. It is recommended that your Sub Committee approve the measures detailed within this report for Appendix A, subject to any additional amendments requested by Members.

Contact:

Stuart Phoenix

Strategic Development

T: 020 7601 2213

E: Stuart.Phoenix@cityoflondon.pnn.police.uk

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City of London Police

Policing Plan Performance Measures 2015-16

Summary Dashboard

| MEASURE | ASSESSMENT |
|--|------------|
| 1. The level of counter terrorism options tasks that are completed | |
| 2. The level of community confidence that the City of London is protected from terrorism | |
| 3. The level of evidence-based education and enforcement activities, supporting the City of London Corporation's casualty reduction target | |
| 4. The percentage of ANPR activations where vehicles are intercepted by the City of London Police | |
| 5. The percentage of those surveyed who are satisfied with the information provided to them about large scale, pre-planned events and how those events were ultimately policed | |
| 6. The level of victim-based violent crime | |
| 7. The level of victim-based acquisitive crime | |
| 8. The level of antisocial behaviour incidents | |
| 9. The percentage of victims of fraud investigated by the Economic Crime Directorate who are satisfied with the service provided | |
| 10. To ensure City Fraud Crime, investigated by ECD results in a positive action whether through offender disposal, prevention or disruption | |
| 11. The attrition rate of crimes reported to Action Fraud | |
| 12. The number of complaints against Action Fraud | |
| 13. Level of the National Lead Force's return on investment | |
| 14. The value of fraud prevented through interventions | |
| 15. The percentage of victims of fraud who are satisfied with the Action Fraud reporting service | |
| 16. The level of Force compliance with requirements under the Strategic Policing Requirement | |
| 17. The level of satisfaction of victims of crime with the service provided by the city of London police | |
| 18. The percentage of people surveyed who believe the police in the City of London are doing a good or excellent job | |

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| PRIORITY: To protect the City of London from terrorism and extremism | |
| Measure 1 | The level of specific counter terrorism deployments tasked that are completed |
| Owner | Crime Directorate |
| AIM/RATIONALE | Security Group meets weekly (or as required depending on threat levels) to consider intelligence relating to the threat from terrorism and extremism. Tactical options are considered at and tasked out at that meeting to ensure the Force is doing everything it can to protect the City from the terrorist threat. This measure will assess the level of tasking that are completed by the Force, which together with details of engagement and preventative work, will provide a broad picture of how the Force is supporting delivery of its counter terrorism priority. |
| DEFINITIONS | “Counter Terrorism options tasked” are specific actions tasked by Security Group for completion. |
| MEASUREMENT | <p>This measure will be reported against using the percentage of counter terrorism options tasked that are completed (as assessed by Security Group)</p> <p>SATISFACTORY: All tasked CT deployments are delivered CLOSE MONITORING: 95% - 99% deployments delivered REQUIRES ACTION: fewer than 95% of deployments delivered</p> <p>The reported measure will be complemented by information detailing:</p> <ul style="list-style-type: none"> (1) Visibility – providing details of levels of patrolling or specific events with the community; (2) Information – providing details of education or advice provided; |
| DATA SOURCES | UPD/I&I/Crime Directorate |
| CURRENT PERFORMANCE | |
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| PRIORITY: To protect the City of London from terrorism and extremism | |
| Measure 2 | The level of community confidence that the City of London is protected from terrorism |
| Owner | UPD |
| AIM/RATIONALE | The aim of this measure is to provide the Force with data to allow it to assess the impact its counter terrorism work has on feelings of safety amongst the community and the extent to which they are confident that City is protected from terrorism. |
| DEFINITIONS | NA |
| MEASUREMENT | <p>Data for this measure will be provided from the iModus surveys, conducted quarterly. The question asked is “On a scale of 1 to 10 (with 1 being no confidence and 10 being completely confident) how confident are you the City of London is protected from terrorism”. Responses scoring 7 or above will be regarded as ‘confident’. Respondents will be asked they expect from the Force to improve, which can be used to inform operational and communications plans.</p> <p>GUIDE: Over the course of 2014-15, the Force recorded levels ranging from 85% to 90% people surveyed. It is valid to use a numerical guide here as what is being measured is peoples’ perception, i.e. no perverse incentives or action can be used to influence performance against this measure</p> <p>SATISFACTORY: 85% - 100% CLOSE MONITORING: 80% – 84% REQUIRES ACTION: 80% or lower</p> |
| DATA SOURCE | UPD |
| CURRENT PERFORMANCE | |
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| PRIORITY: Safer Roads | |
| Measure 3 | Levels of evidence-based education and enforcement activities, supporting the City of London Corporation's casualty reduction target |
| Owner | UPD |
| AIM/RATIONALE | The City of London Corporation is statutorily obliged to lower KSI on the City's roads. The Force has a statutory responsibility to enforce road traffic legislation, which together with its programme of education aimed at road users, should result in safer roads for all. |
| DEFINITIONS | An evidence-based enforcement or education activity in any activity aimed at road users (drivers, cyclists, motor cyclists and vulnerable road users (including pedestrians)) intended to educate road users for better or more responsible road use. |
| MEASUREMENT | Reporting against this measure will entail providing details of activities conducted together with the reasons why those events have taken place and anticipated impact. The City's KSI levels will be provided for information. SATISFACTORY: All planned operations and events are delivered CLOSE MONITORING: 90% - 99% of operations and events are delivered REQUIRES ACTION: 89% or less operations and events are delivered |
| DATA SOURCE | UPD/I&I/Crime Directorate |
| CURRENT PERFORMANCE | |
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| PRIORITY: Safer Roads | |
| Measure 4 | The percentage of ANPR activations where vehicles are intercepted by the City of London Police |
| Owner | UPD |
| AIM/RATIONALE | ANPR is a very important tool in combating crime and making the roads safer places. This measure will provide assurance that the Force is acting on information received via ANPR effectively and efficiently. |
| DEFINITIONS | An “ANPR activation” is one where the system reads a number plate and flags to the Force that there is an issue with the vehicle or driver |
| MEASUREMENT | Of the total number of ANPR activations, the number and percentage that are intercepted by the Force. GUIDE: (to be included) SATISFACTORY: (to be included) CLOSE MONITORING: (to be included) REQUIRES ACTION: (to be included) |
| DATA SOURCE | UPD/I&I |
| CURRENT PERFORMANCE | |
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| PRIORITY: Public Order | |
| Measure 5 | The percentage of those surveyed who are satisfied with the information provided to them about large scale, pre-planned events and how those events were ultimately policed. |
| Owner | UPD |
| AIM/RATIONALE | The aim of this measure is to provide the Force with information relating to how satisfied the community is with information received about pre-planned public order events and satisfaction with how those events were actually policed. |
| DEFINITIONS | A "pre-planned event" is one where advance notice is given which requires a police plan and subsequent deployment of officers. |
| MEASUREMENT Page 25 | <p>Reporting will provide details of engagement/information provided before and during the event, together with the results of iModus VOCAL surveys of those that received the information.</p> <p>GUIDE: Over the past year the Force achieved an average satisfaction level of 88% (ranging from 82% - 93%). It is valid to use a numerical guide here as what is being measured is peoples' perception, i.e. no perverse incentives or action can be used to influence performance against this measure</p> <p>SATISFACTORY: 85% - 90% (or greater) CLOSE MONITORING: 80% - 84% REQUIRES ACTION: 80% or less</p> |
| DATA SOURCE | UPD |
| CURRENT PERFORMANCE | |
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| PRIORITY: Tackling Crime | |
| Measure 6 | Levels of victim-based violent crime. |
| Owner | UPD |
| AIM/RATIONALE | The aim of this measure is to provide the Force with sufficiently detailed information (intelligence and statistics) to allow it to manage its response to violent crime efficiently and effectively. Victim based violent crime is one of two categories of crime (the other being acquisitive crime) that constitutes the greatest volume of crime. |
| DEFINITIONS | “Victim-based violent crime” comprises homicide, violence with injury, violence without injury, sexual offences and robbery “Systemic increase” is one that is 6 consecutive increases above the mean or 4 consecutive increases above a control level |
| MEASUREMENT | PMG will receive data around current levels of victim-based violent crime, trend information and analysis. SATISFACTORY: Reducing trend of victim-based violent crime or within statistical tolerance levels (as indicated monthly on performance charts) CLOSE MONITORING: No stable trends indicated or 2 or more points above the mean REQUIRES ACTION: Systemic increase in levels of violent crime |
| DATA SOURCE | PIU (I&I) |
| CURRENT PERFORMANCE | |
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| PRIORITY: Tackling Crime | |
| Measure 7 | Levels of victim-based acquisitive crime. |
| Owner | Crime Investigation |
| AIM/RATIONALE | The aim of this measure is to provide the Force with sufficiently detailed information (intelligence and statistics) to allow it to manage its response to acquisitive crime efficiently and effectively. Victim based acquisitive crime represents the Force's largest volume crime area. |
| DEFINITIONS | "Victim-based acquisitive crime" comprises robbery, vehicle crime and theft "Systemic increase" is one that is 6 consecutive increases above the mean or 4 consecutive increases above a control level |
| MEASUREMENT Page 27 | Assessment is based on current levels of victim-based acquisitive crime, trend information and analysis. Trend criteria: SATISFACTORY: Reducing trend in victim-based acquisitive crime or within statistical tolerance levels (as indicated monthly on performance charts) CLOSE MONITORING: No stable trends indicated or 2 or more points above the mean REQUIRES ACTION: Systemic increase in levels of acquisitive crime |
| DATA SOURCE | PIU (I&I) |
| CURRENT PERFORMANCE | |
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| PRIORITY: Tackling Antisocial Behaviour | |
| Measure 8 | Levels of antisocial behaviour incidents in the City of London. |
| Owner | UPD |
| AIM/RATIONALE | The aim of this measure is to provide the Force with sufficiently detailed information (intelligence and statistics) to allow it to manage its response to antisocial behaviour efficiently and effectively. It is a direct outcome measure that indicates the Force's success in addressing and preventing ASB. |
| DEFINITIONS | An "ASB incident" is an incident that has been closed on the Daris system using Codes 1, 2 or 3, Incident and Attendance "Systemic increase" is one that is 6 consecutive increases above the mean or 4 consecutive increases above a control level |
| MEASUREMENT | Assessment of performance will be based on data around current levels of ASB, trend information and analysis. SATISFACTORY: Reducing trend in levels of antisocial behaviour incidents (as indicated monthly on performance charts) CLOSE MONITORING: No stable trends indicated or 2 or more points above the mean REQUIRES ACTION: Systemic increase in levels of antisocial behaviour incidents |
| DATA SOURCE | PIU (I&I) |
| CURRENT PERFORMANCE | |

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| PRIORITY: Protect the City of London and UK from Fraud | |
| MEASURE 9 | The percentage of victims of fraud investigated by the Economic Crime Directorate who are satisfied with the service provided |
| OWNER | Economic Crime Directorate |
| AIM/RATIONALE | This measure focuses on frauds investigated by the Force's ECD. It is not sufficient to be effective in terms of fighting fraud; we are also required to deliver a first class service to victims providing them with the support and help they need at different points in the investigative process. |
| DEFINITIONS | <p>"Investigation": - This is all Unifi crime records classified as "Fraud Investigations – Substantive offences recorded in Action Fraud" allocated to ECD Operational Teams</p> <p>"Victim" – Victims include those whose referrals have been adopted for investigation by ECD. Given the nature and duration of economic crime investigations it is highly probable that these victims will have been captured by the Victim Code even if the ultimate outcome is NFA.</p> |
| MEASUREMENT | <p>Measurement will be by survey. ECD will have the overall satisfaction figure by the beginning of the second week in the new quarter to report to the Force Performance Monitoring Group. The full report to follow in slower time.</p> <p>GUIDE: Over 2014-15 the Force averaged a satisfaction rate of 65%. It is accepted that whilst performance against this measure improved over the course of the year, the level is low when compared to satisfaction in other areas.</p> <p>SATISFACTORY: Parity with satisfaction levels for other measures (80% - 85%) or greater</p> <p>CLOSE MONITORING: 65% - 79%</p> <p>REQUIRES ACTION: Reducing satisfaction levels or less than the 2014-15 average of 65%</p> |
| DATA SOURCE | ECD Strategic Delivery Unit |
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| PRIORITY: Protect the City of London and UK from Fraud | |
| MEASURE 10 | To ensure City Fraud Crime, investigated by ECD results in a positive action whether through offender disposal, prevention or disruption |
| OWNER | Economic Crime Directorate |
| AIM/RATIONALE | Ensuring that wherever possible the Force takes positive action with every City Fraud Crime investigated by ECD demonstrating the diverse and high quality service victims can expect from CoLP ECD. This positive action is likely to enhance overall victim satisfaction and the City's standing as a safe and desirable place to live and work. |
| DEFINITIONS | <p>"City Fraud Crime" includes all ECD Fraud investigations into fraud or fraud related offences occurring within the City of London. "Point of outcome" is defined as when there is an offender disposal or when the crime is closed and categorised in accordance with the HO crime outcomes.</p> <p>"Positive action" is defined as follows:</p> <ol style="list-style-type: none"> 1. When there is an offender disposal. 2. When there is a confirmed disruption of a technological or financial fraud enabler. 3. When the crime contributes to an ECD Fraud awareness/ prevention product. |
| MEASUREMENT | <p>Measurement will be based upon the number of City Fraud Crimes reaching the Point of outcome benefitting from positive action.</p> <p>SATISFACTORY: All City fraud crimes reaching point of outcome result in positive action CLOSE MONITORING: 95 -99% City fraud crimes reaching point of outcome result in positive action REQUIRES ACTION: 94% or fewer City fraud crimes reaching point of outcome result in positive action</p> |
| DATA SOURCE | ECD Strategic Delivery Unit |
| CURRENT PERFORMANCE | |

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| PRIORITY: National Lead Force | |
| MEASURE 11 | The attrition rate of crimes reported to Action Fraud |
| OWNER | Economic Crime Directorate |
| AIM/RATIONALE | CoLP as the national lead force has a responsibility to improve the police service response to fraud nationally, and the service provided to victims in particular. A key way of measuring this is to ensure that as many victims as possible receive a positive outcome from having reported a crime to Action Fraud. This measure allows an assessment of the overall performance of the end to end process from reports received by Action Fraud, through NFIB data collation and crime packaging to action by police forces. |
| DEFINITIONS | <p>“Attrition rate”: - This describes the ratio of outcomes to the number of reports received by Action Fraud.</p> <p>“Disseminated reports”:- A crime report received by Action Fraud that has undergone assessment, had intelligence added or deemed viable for investigation and disseminated to a police force or other partner agencies.</p> <p>“Outcome”:- An outcome is determined by the Home Office counting rules and is achieved when a disseminated crime results in outcomes 1-18 (This only applies to police services and only includes those outcomes reported to the NFIB registrar).</p> |
| MEASUREMENT | <p>The ECD Strategic Delivery Unit (SDU) will report monthly on the number of Action Fraud reports received and disseminated together with the outcomes to produce the attrition rate.</p> <p>GUIDE: To be confirmed</p> <p>SATISFACTORY: To be confirmed</p> <p>CLOSE MONITORING: To be confirmed</p> <p>REQUIRES ACTION: To be confirmed</p> |
| DATA SOURCE | Know Fraud, SharePoint and individual Police forces via Strategic Delivery Unit, ECD |
| CURRENT PERFORMANCE | |
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| PRIORITY: National Lead Force | |
| MEASURE 12 | The number of complaints against Action Fraud |
| OWNER | Economic Crime Directorate |
| AIM/RATIONALE | As the national fraud reporting centre Action Fraud has the responsibility to provide a first class service to fraud victims. Addressing dissatisfaction and complaints is a key priority to maintaining both reporting and confidence levels in the service. Monitoring the level of complaints will indicate the extent to which Action Fraud is listening to victims' needs and improving service levels. |
| DEFINITIONS | <p>“Overall percentage of Customer Complaints”: - This refers to the percentage of fraud reporting victims, who have submitted a complaint in relation to an aspect of the service received by Action fraud.</p> <p>Types of complaints received:</p> <ul style="list-style-type: none"> • Lack of update – When the victim hasn't been updated on the status of their report, • Dissatisfaction with a letter received – No satisfied with the content/tone of status update letters • Quality of communication with the contact centre – Poor standards of service • Dissatisfaction with a specific aspect of the action fraud process- such as the criteria used to determine whether a report qualifies as a report of fraud. |
| MEASUREMENT | <p>PMG will receive monthly reports of the percentage of fraud reporting victims that have submitted a complaint.</p> <p>GUIDE: To be confirmed</p> <p>SATISFACTORY: To be confirmed CLOSE MONITORING: To be confirmed REQUIRES ACTION: To be confirmed</p> |
| DATA SOURCE | Action Fraud Systems, via Strategic Delivery Unit, ECD |
| CURRENT PERFORMANCE | |
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| PRIORITY: National Lead Force | |
| MEASURE 13 | Level of the National Lead Force's return on investment |
| OWNER | Economic Crime Directorate |
| AIM/RATIONALE | It is not sufficient to be effective in terms of fighting fraud; the NLF is also required to be efficient, representing a good return on investment. This measure allows for an assessment of the cost of the resources invested against the monetary value of the fraud prevented. |
| DEFINITIONS | <p>"Return ": - The value of money saved by ECD activities</p> <p>"Investment ":- The total amount of money spent on ECD activities</p> <p>"Return on investment":- The amount of money saved by ECD for every pound of money spent</p> |
| MEASUREMENT Page 33 | <p>The ECD ROI figure is calculated using the same methodology employed by most organisations who want to illustrate a "potential" value of services provided to Stakeholders in monetary terms. The total amount of money saved as a result of ECD activities is divided by the total amount of money spent in order to provide the total estimated pound saved figure. The assumption is that for every pound spent ECD save stakeholders and the public (an estimated) 'x' amount of money.</p> <p>The elements that constitute savings include;</p> <ul style="list-style-type: none"> • Projected monetary value of future fraud loss saved by disrupting technological enablers of crime • The pound value of criminal asset denial through to recovery • Projected pound value of future fraud loss saved by ECD Enforcement Cases <p>SATISFACTORY: To be confirmed CLOSE MONITORING: To be confirmed REQUIRES ACTION: To be confirmed</p> |
| DATA SOURCE | UNIFI, NFIB, Asset Recovery, finance dept via Strategic Delivery Unit, ECD |
| CURRENT PERFORMANCE | |
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| PRIORITY: Providing the national lead against Fraud | |
| MEASURE 14 | The value of fraud prevented through interventions |
| OWNER | Economic Crime Directorate |
| AIM/RATIONALE | To demonstrate the outcome in financial terms the results across a broad range of operational activity aimed at tackling fraud. |
| DEFINITIONS | An intervention is a disruption of a financial, technological or professional enabler of fraud. Each enabler has a defined, agreed value attached to it so there is consistency to ascribing values to the disruption of a particular enabler (e.g. taking down a website, telephone line or sham business or bank account). Systemic reducing trend is one that is 4 consecutive decreases |
| MEASUREMENT Page 34 | PMG will receive data monthly detailing the total value of confirmed fraud enabler disruptions. The amounts reported will be the £ value calculated from agreed definitions produced by NFIB that can be attributed to the disruption of a web site or bank account multiplied by the number of confirmed interventions in the period. Comparative and trend information will be provided with previous month and longer term. GUIDE: The monthly average value over 2014-15 was £30,688,000 in a range from c.£20m to £43m, therefore a significant tolerance should be allowed to accommodate monthly fluctuations SATISFACTORY: Within 15% of the monthly average or an increase on the monthly average CLOSE MONITORING: Reducing trend REQUIRES ACTION: Systemic reducing trend or greater than 15% reduction to the monthly average |
| DATA SOURCE | ECD Strategic Delivery Unit |
| CURRENT PERFORMANCE | |
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| PRIORITY: Providing the national lead against Fraud | |
| MEASURE 15 | The percentage of victims of fraud who are satisfied with the Action Fraud reporting service |
| OWNER | Economic Crime Directorate |
| AIM/RATIONALE | Action Fraud is a bespoke service for victims of fraud; it is essential to maintain levels of service to ensure Action Fraud is utilised fully to the benefit of victims. The Force took full responsibility for Action Fraud in April 2014 and with that came the opportunity to develop the same high satisfaction standards that are achieved elsewhere for victims of crime. Accessible crime recording facilities are essential to maintain the level of information required to identify and mitigate the fraud threat during initiation and growth. |
| DEFINITIONS | The measure relates to ease of reporting a crime and how efficiently it is allocated. As a large number of crimes are allocated to other forces for investigation, the Force cannot be held responsible for end-to-end victim satisfaction at the current time. |
| MEASUREMENT Page 35 | <p>Quarterly by survey. PMG will receive data detailing the number of reports to Action Fraud in the reporting period, the percentage satisfaction of victims using the online survey and the percentage satisfaction of victims using the telephone survey. The victim survey is conducted at the conclusion of the initial reporting the crime and can be completed online or over the phone.</p> <p>GUIDE: Over the course of 2014-15 the Force achieved an average satisfaction level of 92% with little monthly variation.</p> <p>SATISFACTORY: 90% – 95% (or greater)</p> <p>CLOSE MONITORING: 85% - 89%</p> <p>REQUIRES ACTION: Less than 85% or reducing trend</p> |
| DATA SOURCE | Action Fraud via Strategic Delivery Unit, ECD |
| CURRENT PERFORMANCE | |
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| PRIORITY: STRATEGIC POLICING REQUIREMENT | |
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| MEASURE 16 | The level of Force compliance with requirements under the Strategic Policing Requirement |
| OWNER | ACPO (Strategic Development) |
| AIM/RATIONALE | Along with its obligations to provide an efficient and effective policing service to the City of London, the Force has regional and national obligations to respond to the most serious threats that extend beyond force boundaries, which is articulated by the Strategic Policing Requirement. It is a Force priority to support the SPR and the purpose of this measure is to provide reassurance that the Force has the required levels of capacity and capability to meet its obligations under the SPR. |
| DEFINITIONS | NA |
| MEASUREMENT | <p>A quarterly assessment will be made by Strategic Development regarding the level of compliance with College of Policing toolkits for Counter Terrorism; Civil Emergencies; Public Order; Serious Organised Crime; and Cyber Crime and progress against any outstanding HMIC recommendations</p> <p>SATISFACTORY: All toolkits fully up to date and all recommendations on track to be delivered within due date CLOSE MONITORING: Toolkits completed but review overdue REQUIRES ACTION: : Toolkits not complete and/or recommendations not implemented by due date</p> |
| DATA SOURCE | Strategic Development |
| CURRENT | |

Page 36

| Toolkits | |
|----------------------------|----------------------------|
| Counter Terrorism | Current (review due XXXXX) |
| Serious Organised Crime | Current (review due XXXXX) |
| Large Scale Cyber Incident | Current (review due XXXXX) |
| Civil Emergencies | Current (review due XXXXX) |
| Public Order | Current (review due XXXXX) |

| HMIC Reports | |
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| SPR (National) | |
| SPR (City of London) | |
| Public Order | |
| Cyber Crime | |
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| SATISFACTION | |
| MEASURE 17 | Levels of satisfaction of victims of crime with the service provided by the city of London police. |
| OWNER | UPD |
| AIM/RATIONALE | The aim of this measure is to provide the Force will sufficiently detailed information to manage the quality of its service provision to the victims of crime. Although victim satisfaction surveys are a statutory requirement, they provide an essential indicator of the level of professionalism the Force portrays and provides. The Force includes victims of acquisitive crime, which is not required by the Home Office, as without those victims, the sample size for the City of London would not be statistically valid. |
| DEFINITIONS | “Victim of crime” are victims of violent crime (except sexual offences), vehicle crime, acquisitive crime and criminal damage |
| MEASUREMENT Page 37 | <p>PMG will receive quarterly reports of the results of survey results with comparative and trend information. Quarterly results will be broken down to report satisfaction with regard to ease of contact; actions taken; follow up; treatment; and whole experience. Whilst PMG can direct action in relation to any of those categories, the principal measure will be the results for whole experience.</p> <p>GUIDE: Over 2014-15 the average for whole experience was 83.4%. This is lower than previous years, which averaged closer to 85%. It is valid to use a numerical guide here as what is being measured is peoples’ perception, i.e. no perverse incentives or action can be used to influence performance against this measure</p> <p>SATISFACTORY: 85% - 90% (or greater) CLOSE MONITORING: 80% - 84% REQUIRES ACTION: Less than 80% or reducing trend</p> |
| DATA SOURCE | PIU (I&I) |
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| SATISFACTON | |
| MEASURE 18 | The percentage of people surveyed who believe the police in the City of London are doing a good or excellent job |
| OWNER | UPD |
| AIM/RATIONALE | This measure assesses the public's perception of the Force, based on people who probably have not been a victim of crime but are part of the City of London community, be it in the capacity of resident, worker, or business. It will use a different survey from the Street Survey. |
| DEFINITIONS | NA |
| MEASUREMENT | <p>The measure will be assessed by twice yearly 'customer' surveys conducted for the customer workstream of City Futures which assesses a range of service outcomes, from feeling of safety during the day and after dark to how well the public feel the Force is performing.</p> <p>GUIDE: To be confirmed</p> <p>SATISFACTORY: To be confirmed</p> <p>CLOSE MONITORING: To be confirmed</p> <p>REQUIRES ACTION: To be confirmed</p> |
| DATA SOURCE | Customer Satisfaction Survey |
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| Committee(s): | Date(s): |
| Police: Performance and Resource Management Sub Committee | 18 th March 2015 |
| Subject: HMIC Inspection Update | Public |
| Report of: Commissioner of Police Pol 16/15 | For Information |

Summary

This report provides your Sub-Committee with an overview of the City of London Police response to Her Majesty's Inspectorate of Constabulary's (HMIC) continuing programme of inspections and published reports. Since the previous report to your Sub-Committee HMIC has published its first 'Interim' Police Effectiveness, Efficiency and Legitimacy (PEEL) Assessment, the City of London Police specific report on "Police Integrity and Corruption", and the Integrity Matters report, the national thematic inspection into Police Integrity and Corruption. The report is supported by Appendix A which provides details of progress against all outstanding HMIC recommendations.

PEEL: the Force received an overall assessment of GOOD. HMIC stated the available evidence indicated that:

- in terms of its effectiveness, the force is good at reducing crime and preventing offending, good at investigating offending and good at tackling anti-social behaviour;
- the efficiency with which the force carries out its responsibilities is good; and
- the force is acting to achieve fairness and legitimacy in most of the practices that were examined this year.

No additional recommendations were made.

Police Integrity and Corruption: City of London Police Report

HMIC found the Force has made progress since the 2012 HMIC inspection, stating that the Commissioner and his chief officer team set high standards in terms of conduct and behaviour and other senior leaders understand their responsibilities to maintain and promote these standards throughout the Force. HMIC found that unethical and unprofessional behaviour was appropriately challenged and that officers are aware of their own individual responsibility. They also found that the Force actively and effectively identifies and manages threat, risk and harm from corruption.

HMIC made only 4 recommendations for improvement, three of which have been implemented and one is being managed by the Force; all the

recommendations are included in Appendix A to this report.

Integrity Matters: National Report on Police Integrity and Corruption providing a comprehensive summary and evaluation of how all 43 forces deal with :

- Discovering, investigating and tackling wrongdoing;
- Misconduct and corruption;
- Leaders creating an ethical culture;
- Policies and practices to promote integrity;
- Anti-corruption systems and processes.

The report makes 14 recommendations that are included in Appendix A to this report.

Recommendation

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

Main Report

1. This report provides your Sub-Committee with an overview of the City of London Police response to Her Majesty's Inspectorate of Constabulary's (HMIC) continuing programme of inspections and published reports. Since the previous report to your Sub-Committee HMIC has published its first 'Interim' Police Effectiveness, Efficiency and Legitimacy (PEEL) Assessment (19th November 2014), the City of London Police specific report on "Police Integrity and Corruption", which was published on 27th November 2014 and the Integrity Matters report, the national thematic inspection into Police Integrity and Corruption that was published on 30th January 2015. The report is supported by Appendix A which provides details of progress against all outstanding HMIC recommendations

Police Effectiveness, Efficiency and Legitimacy (PEEL) Interim Assessment

2. The PEEL assessment provides a broad assessment of policing over the three pillars of effectiveness, efficiency and legitimacy. Every inspection conducted by HMIC during 2014 has in some way contributed to the evidence for the gradings received. For example, the Valuing the Police Inspection has informed the Efficiency Pillar, the Interim Crime Inspection and the Strategic Policing Requirement Inspections both informed the effectiveness pillar, and the Crime Data Integrity Inspection and Police Corruption and Integrity Inspection both informed the assessment against the Legitimacy pillar.
3. HMIC labelled the first assessment as interim because it was based on an incomplete set of inspections. However, HMIC felt that there was sufficient evidence to publish the interim assessment. All inspections to be carried out during 2015 will inform the first full PEEL assessment, which HMIC has indicated will not be published until February 2016.

4. The assessment is web-based only, with no hard copy reports being published. The top level questions used by HMIC are used to 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*).
5. The website presents a high level narrative judgement for each pillar together with an overall assessment of the Force based on the HMI's professional judgement. Readers are directed to individual inspection reports for detailed findings.
6. The Force received an overall assessment of GOOD. HMIC stated the available evidence indicated that:
 - in terms of its effectiveness, the force is good at reducing crime and preventing offending, good at investigating offending and good at tackling anti-social behaviour;
 - the efficiency with which the force carries out its responsibilities is good; and
 - the force is acting to achieve fairness and legitimacy in most of the practices that were examined this year.
7. The PEEL assessment has not made any additional recommendations to those that have already been made by individual inspections and which your Sub Committee is made aware of quarterly.

Police Integrity and Corruption

8. The *Police Integrity and Corruption* report is the third in a series that began in 2011 when HMIC was formally commissioned by the Home Secretary to consider instances of undue influence, inappropriate contractual arrangements and other abuses of power in police relationships with the media and other parties. The report summarises the City of London Police position. The national position was reported in the Integrity Matters report published on the 30th January 2015 and detailed at paragraph 16.
9. The inspection that resulted in the report looked at 4 principal areas:
 - Forces' progress on managing professional and personal relationships with integrity and transparency, since the 2012 inspection;
 - Forces' progress in communicating and making sure staff know about ethical and professional behaviour, including the Code of Ethics;

- How well forces proactively look for, and effectively challenge and investigate misconduct and unprofessional behaviour; and
- How well forces prevent, identify and investigate corruption.

The findings for each of those areas are considered in detail immediately below.

10. Overall, HMIC found that the Force had made good progress on the 3 areas for improvement identified in the 2012 report.

- i. The previous inspection had found there was no monitoring in place to cross-reference contract and procurement registers with the gifts and hospitality register to ensure the integrity of the procurement process. HMIC notes that the finance department now manages the use of all corporate credit and procurement cards and refers management information and any suspicious spending to the professional standards department (PSD). Additionally, there is a system of checking in place for the issue and use of corporate credit cards, which relies upon line manager authorisation. HMIC found all suspicious transactions would be referred to the PSD. They also noted the City of London Corporation had conducted a spot check of corporate procurement cards.
- ii. Second jobs and business interests - the 2012 inspection HMIC found no policy in relation to those seeking secondary employment, and no review mechanism for those with secondary employment. That had been remedied and HMIC were content that appropriate policies were now in place and all applications have to be assessed and approved by the PSD, with all registered second jobs subject to an annual review.
- iii. Integrity training - the 2012 inspection found the PSD only provided new recruits with information about the appropriate use of social media. HMIC found that this had improved with significant changes to policy now being communicated to staff via email, intranet systems and posters placed in police stations. They noted also that information about public complaints and discipline cases (called 'lessons learnt') is circulated to highlight integrity-related issues.

11. HMIC found that the Force had made good progress in making sure officers understand values and professional behaviour across the organisation. They found the Commissioner and his chief officer team set high standards in terms of conduct and behaviour and other senior leaders understand their responsibilities to maintain and promote these standards throughout the Force.

12. Whilst HMIC found strong examples of officers challenging and reporting unprofessional behaviour, they also found some evidence of reluctance amongst a limited number of officers to report wrongdoing. Although very much a minority view, HMIC concluded the reason was that there was a

perception that as the Force is a small organisation, to take such action could impair career prospects. The Force has taken all reasonable steps to ensure that this is not the case, including publicising options to report wrongdoing anonymously.

13. HMIC state in the report that officers and staff are aware of the boundaries of professional behaviour and understand how it affects both the public and their colleagues. They note the positive impact being made to reinforcing professional boundaries through a programme of workshops on integrity and professional standards. They also commented positively on the Force's mandatory e-learning training package ensuring staff had read and understood the Code of Ethics.
14. Whilst HMIC found that the Force actively and effectively identifies and manages threat, risk and harm from corruption, taking all reasonable steps to ensure that organised crime investigations are not compromised, they did feel there were insufficient resources within the counter-corruption unit (CCU) to deal effectively with the flow of intelligence.
15. The Force acknowledged this at the time of the inspection, and has instigated a programme which will improve the CCU's capacity and capability in this area.
16. HMIC only recommended 4 areas for improvement, which are included in Appendix A to this report.

Integrity Matters: National Report on Police Integrity and Corruption

17. The background that led to the publication of the national thematic report is as detailed at paragraph 8. It is a comprehensive assessment of the national position; the complexity of summarising an evaluation of 43 forces has resulted in a report that is split into discrete sections, each with their own methodologies, findings and conclusions. Those sections cover:
 - Discovering, investigating and tackling wrongdoing;
 - Misconduct and corruption;
 - Revisiting police relationships;
 - Role of leadership in creating ethical culture;
 - Policies and practices to promote integrity;
 - Anti-corruption systems and processes;
 - Capacity and capability of professional standards departments and anti-corruption units.
18. Each of those areas were considered as part of the City of London Police's inspection and in the Force-specific report detailed at paragraphs 7 – 14. HMIC's principal findings nationally were:

- In general, it is clear that the arrangements that forces have in place are in appreciably better shape than when the first reviews into this area were conducted in 2011 and 2012. Over the course of those inspections, a total of 125 areas for further improvement were identified; the current inspection found that progress has been made in 122 of those areas, although some forces had made more progress than others.¹
- Chief officers are taking seriously issues of police integrity and making tangible progress in creating an ethical culture (chiefly through embedding the Police Code of Ethics).
- Forces are using a wide range of structures and resourcing models for the professional standards and anticorruption departments; they did not consider any one model better than another, recognising that they often reflected local circumstances.
- Despite progress being made in forces having systems in place to report concerns about integrity-related issues, more needs to be done, particularly in developing a sense of trust amongst staff to use the mechanisms available.
- Forces should have the structures and resources in place to proactively look for threats, risks and trends on misconduct and corruption issues.

19. The report makes 14 recommendations, details of which are contained in Appendix A.

Appendix

20. Appendix A provides a position statement on progress against all HMIC recommendations. Those recommendations that have been implemented and are GREEN and which have previously been reported to Members are not included as agreed with Members at your last Sub Committee.

Contact:

Stuart Phoenix

Strategic Development

T: 020 7601 2213

E: Stuart.Phoenix@cityoflondon.pnn.police.uk

¹ Forces making particularly good or particularly poor progress are not named in the report but would be indicated by the number and range of recommendations made in their force-specific reports. City of London Police only received 4 recommendations for further improvement.

APPENDIX A - HMIC Report Recommendations

Position as at 03/03/2015

| Traffic Light Colour | Definition |
|----------------------|--|
| AMBER | The recommendation is subject to additional work and monitoring |
| RED | The recommendation should have been implemented but has not been and is overdue |
| WHITE | The recommendation is currently being considered or is dependent on external input from the College of Policing or Home Office |

This schedule excludes completed and closed recommendations. Closed recommendation predominately relate to actions for Home Office, College of Policing or National Leads.

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

Total of 37 actions

Of these none are national and outside the remit of City of London Police.

37 were actions to the City of London Police, of which 32 have been completed

3 closed to be considered as part of any new Custody facility and 2 are still in progress. Details below:

| Recommendation | | Accepted | Governance | Status | Due Date | Comment |
|----------------|---|----------|---|--------|----------------|--|
| 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 | The Custody Manager continues to monitor progress of the NHS Commissioning. Discussions with the General Services Director have resulted in agreed building works for Snow Hill [now complete] & Bishopsgate -works commence March 2015 finishing early April 2015. |
| 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 | Mid April 2015 | Liaison and Diversion Health Care professionals will initially be based at Bishopsgate upon the completion of building works, finishing early April 2015, for a 2 week 'bedding in' period and will thereafter be available on a callout basis. Vetting continues as more professionals are added to the callout schedule. |

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 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 Report

Total of 10 actions

Of these 2 are national and outside the remit of City of London Police.

8 were actions to the City of London Police, of which 6 have been completed,

2 are still in progress. Details below:

| Recommendation | Accepted | Governance | Status | Due Date | Comment |
|--|----------|-------------------------------|--------|--|--|
| 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 | Dependent on the College of Policing and the release of their training package – expected January 2016 | This is being developed, but will need input from the College of Policing, who are at a consultation stage and expect to make their training package available to all Force in January 2016 following completion of a pilot. |

NOT PROTECTIVELY MARKED

| Recommendation | | Accepted | Governance | Status | Due Date | Comment |
|----------------|--|----------|-------------------------------|--------|---|--|
| 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 Police Public Encounters Board input | At a national level this action has been taken by the Police Public Encounters Board who have agreed, in principle, with HMIC that a set of minimum standards of recording be published as opposed to the introduction of a national form. There is no national deadline for this work to be completed and CoLP continues to monitor progress. |

NOT PROTECTIVELY MARKED

City of London Police Report

Total of 15 actions

Of these 0 are national and outside the remit of City of London Police.

15 were actions to the City of London Police, of which 8 have been completed,

7 are still in progress. Details below:

| Recommendation | Accepted | Governance | Status | Due Date | Comment |
|--|----------|-------------------------------|--------------|--|---|
| 2 Publish a force definition of an effective outcome from the use of stop and search powers. | Yes | Stop and Search Working Group | AMBER | April 2015 | The Force awaits national guidance which is still some way off. A Force definition will be developed in the interim (by next Sub Committee). |
| 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 | To be confirmed pending outcomes from negotiations with the IT supplier. | The mapping element of this recommendation is dependent upon the rollout of the mobile tablet solution. Negotiations with CoLP's IT supplier are currently taking place which will determine the rollout of devices (including an agreed date). |
| 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. No release date yet indicated. |
| 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 reviewing national training, CoLP are awaiting the results. No date yet indicated |

NOT PROTECTIVELY MARKED

| 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. No date yet indicated. |
| 12 | To abide by the principles of the "Best Use of Stop & Search Scheme" | Yes | Stop and Search Working Group | AMBER | March 2015 | CoLP has signed up to the scheme. The SOP has been reviewed by UPD and will be published during March 2015 |
| 15 | Stop and search data added to force crime maps | Yes | Stop and Search Working Group | AMBER | Date to be confirmed pending outcomes from negotiations with the IT supplier. | A technical solution is required and is dependent upon Phase 2 of the Mobile Working Project. Negotiations with CoLP's IT supplier are currently taking place which will determine the rollout of devices. |

Domestic Abuse

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

Total of 5 actions

Of these 0 are national and outside the remit of City of London Police.

5 were actions to the City of London Police, of which 4 have been completed,
1 is still in progress. Details below:

| 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 | June 2015 | CoLP funding approved. Deployment in June 2015. |

Strategic Policing Requirement

This was a national report

The report was published April 2014.

Total of 15 actions

Of these 9 are national and outside the remit of City of London Police.

6 were actions to the City of London Police, of which 6 have been completed,

0 are in progress.

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

Crime Data Integrity

This was a City of London Police specific report.

The report was published August 2014

Total of 10 actions

Of these 0 are national and outside the remit of City of London Police.

10 were actions to the City of London Police, of which 7 have been completed,

3 are still in progress. Details below:

| Recommendation | Accepted | Governance | Status | Due Date | Comment |
|--|----------|-----------------|--------|------------|---|
| Immediately | | | | | |
| 3 | yes | CDI Action Plan | AMBER | March 2015 | This procedure is being reviewed and will be amended before the 31 st March 2015 |
| 6 | yes | CDI Action Plan | AMBER | March 2015 | Bespoke training package has been developed to be delivered in March 2015 to Frontline Officers and staff. This will be complete once training has been delivered. |
| Within 6 Months [by April 2015] | | | | | |
| 10 | yes | CDI Action Plan | AMBER | April 2015 | Force Crime Incident Registrar will conduct the training needs analysis and develop a training rollout plan. The training needs analysis and rollout plan will be completed by April 2015 |

NOT PROTECTIVELY MARKED

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

This was a national report.

The report was published September 2014

Total of 40 actions

Of these 3 are national and outside the remit of City of London Police.

37 were actions relevant to the City of London Police of which 27 have been completed,

10 are still in progress. Details below:

| Recommendation | Accepted | Governance | Status | Due Date | Comment |
|---|----------|----------------------|--------|---------------|---|
| 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 | Sup't Communities | AMBER | March 2015 | The Policing Plan already contains specific provisions relating to prevention activities and there is a Force crime prevention strategy. The recommendation refers the National Preventative Policing Strategy and framework, this has not been published, CoLP continues to chase. |
| 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 | Sup't Communities | AMBER | March 2015 | The Force maintains a number of mechanisms for dissemination of best practice, including the Organisational Learning Forum and structured debriefs. However, further work is needed to disseminate information to other agencies and the local authority. |

NOT PROTECTIVELY MARKED

| 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 | Ch.Supts I&l and Crime | AMBER | March 2015 | Current IT systems within Crime Management Unit and Control do not support this requirement. Options are being discussed by the relevant parties to identify a practical solution. |
| 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 | September 2015 | College of Policing engagement with forces has not commenced. |
| 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 | December 2015 | College of Policing engagement with forces has not commenced. |
| 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 | December 2015 | The Force's Strategic Assessment and associated risk management procedures ensure CoLP is aware of and actively manages demand, risk, harm and threat. HMIC has not commenced its work around developing a better understanding of demand. The Management Statements referred to are not scheduled to be introduced until 2016. |

NOT PROTECTIVELY MARKED

| Recommendation | | Accepted | Governance | Status | Due Date | Comment |
|----------------|--|----------|------------------|--------|----------------|---|
| 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 | AMBER | March 2015 | Although a new PDR system is being introduced that addresses the last bit of the recommendation, the question around workloads is still being assessed. |
| 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 | December 2015 | Dependent on work being progressed by the College of Policing. |
| 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 | December 2015 | The College of Policing has not yet started this work. However, in any review of services or processes in Force, reducing bureaucracy is considered. |
| 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 | AMBER | September 2015 | To be undertaken as part of the Accommodation Programme |

Undercover Policing

This is a national report
Published October 2014

Total of 49 actions

Of these 32 are national and outside the remit of City of London Police.

17 were actions to the City of London Police of which 13 have been completed,

4 are still in progress. Details below:

| Recommendation | Accepted | Governance | Status | Due Date | Comment |
|--|----------|-------------------|--------------|--------------------------|---|
| 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. | Yes | Director of Crime | WHITE | No date indicated by CoP | CoLP SOP exists; APP not yet released. The SOP will be amended if necessary following publication of the APP. |
| 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. | Yes | Director of Crime | AMBER | June 2015 | Reintegration strategy being developed. |
| 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. | Yes | Director of Crime | AMBER | April 2015 | CoLP has trained review officers and a referral mechanism is being developed. |
| 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. | Yes | Director of Crime | AMBER | No date set by HMIC | This was discussed with the College of Policing. APP covering undercover online activity is not expected before March 2015. CoLP does not currently have an SOP for this area, but given timings will await the APP |

Police Integrity & Corruption

This was a City of London Police specific report
Published November 2014

NOTE: This is the first time of reporting progress to your committee for this action plan – all recommendations are shown for completeness. The National report ‘Integrity Matters’, published 30th January 2015, immediately follows.

Total of 4 actions

Of these 0 are national and outside the remit of City of London Police.

4 were actions to the City of London Police, of which 3 have been completed,

1 is still in progress.

| Recommendation | Accepted | Governance | Status | Due Date | Comment |
|---|----------|------------|--------|-----------|-------------|
| 1 Within six months, the force should communicate to all staff, informing them with which professional code they need to comply and any circumstances where another code of profession takes precedence. | yes | | GREEN | May 2015 | Implemented |
| 2 Within six months, the force should ensure that it has a policy which informs staff of the gifts and hospitality that are appropriate to accept and why. The policy should include the requirement to register the value and description of all gifts and hospitality offered; including those declined. This should be communicated to all staff. | Yes | | GREEN | May 2015 | Implemented |
| 3 With immediate effect, the force should publish to all staff the outcomes of misconduct hearings. This should include sufficient circumstances of the conduct to allow staff to understand the boundaries of unprofessional behaviour and the sanctions it is likely to attract. | Yes | | GREEN | Immediate | Implemented |

NOT PROTECTIVELY MARKED

| Recommendation | | Accepted | Governance | Status | Due Date | Comment |
|----------------|---|----------|------------|--------|----------|--|
| 4 | Within six months, the force should ensure that it has the proactive capability to effectively gather, respond and act on information which identifies patterns of unprofessional behaviour and corruption. | Yes | | AMBER | May 2015 | Resourcing for CCU being assessed by the Assistant Commissioner. |

“Integrity Matters”

This was a national report published 30th January 2015

Total of 14 actions

Of these 4 are national and outside the remit of City of London Police.

10 were actions are relevant to the City of London Police, of which 6 have been completed,

4 are in progress. Details below:

| Recommendation | Accepted | Governance | Status | Due Date | Comment |
|--|----------|------------|--------|----------|--|
| 1 The Home Office, when considering the responses to its consultation “Improving Police Integrity”, should work with the College of Policing and the relevant national policing leads to establish whether the regulatory and legislative framework allows forces to understand clearly the distinction between those activities that should be treated as misconduct and those that should be treated as police corruption. | NA | NA | NA | NA | This action is for the Home Office |
| 2 Within three months of the Home Office announcing its proposals in response to its consultation “Improving Police Integrity”, the relevant national policing leads should issue clear guidance to police forces and the National Crime Agency on: (a) the regulations that should be used by professional standards departments to deal with any issue of police misconduct; and (b) the legislation that should be used by anti-corruption units to deal with any cases of corruption. | NA | NA | NA | NA | This action is for National Policing Leads |

NOT PROTECTIVELY MARKED

| Recommendation | | Accepted | Governance | Status | Due Date | Comment |
|----------------|---|----------|-------------|--------|-------------|--|
| 3 | With immediate effect, all forces should ensure that the initial assessment of all public complaints is conducted by a chief inspector or police staff equivalent in accordance with: (a) Police (Complaints and Misconduct) Regulations 2012, Regulations 30 and 33 – in respect of public complaints, and (b) Police (Conduct) Regulations 2012, Regulation 3(5) – in respect of internal misconduct reports. | Yes | Supt PSD | GREEN | Immediate | Compliant |
| 4 | By 31 August 2015, chief constables should review the number of officers and staff with protected characteristics who have formal allegations made against them, to ensure that force processes are operating without bias or discrimination. | NA | HR Director | GREEN | NA | Process established in 2014; Human Resources undertake quarterly reviews |
| 5 | By 31 August 2015, the Home Office should ensure that all forces record reported misconduct in a consistent manner. | NA | NA | NA | NA | This action is for the Home Office |
| 6 | By 31 August 2015, all forces should have systems in place to publish the outcomes of all misconduct cases including those involving criminal and corrupt behaviour. | Yes | Supt PSD | GREEN | August 2015 | Outcomes are published internally and externally. |
| 7 | By 31 August 2015, all forces should have in place a confidential means of reporting wrongdoing, in which officers and staff have confidence. | Yes | Supt PSD | GREEN | August 2015 | Complete, mechanisms already in place |
| 8 | By 31 August 2015, the College of Policing and the relevant national policing lead should issue guidance to all forces about the support that forces should provide to those officers and staff who report wrongdoing. | NA | NA | NA | NA | This action is for the College of Policing and National Policing Leads |

NOT PROTECTIVELY MARKED

| Recommendation | | Accepted | Governance | Status | Due Date | Comment |
|----------------|---|----------|------------|--------|-------------|---|
| 9 | By 31 August 2015, all forces should ensure that their policies on the acceptance of gifts and hospitality comply with the national guidelines. By the same date, all officers and staff should be reminded of the policies. | Yes | Supt PSD | AMBER | August 2015 | Gifts and Hospitality SOP being reviewed. Regular reminders are being scheduled. |
| 10 | By 31 August 2015, all forces should comply with national vetting policies. | Yes | Supt PSD | GREEN | August 2015 | Vetting SOP already reviewed, any new national guidance will be incorporated. |
| 11 | By 31 August 2015, in order to identify potential corruption, all forces should have systems in place to assess annually: (a) whether information on approved business interests remains up to date, and is appropriate; (b) where business interests have not been approved, that this decision has been complied with; (c) whether information in respect of notifiable associations remains up to date and is appropriate; and (d) registers concerning procurement of services. | Yes | Supt PSD | AMBER | August 2015 | (a) Already in place and complete. (b) Monitored by CCU upon refusal. (c) Annual Review in place (d) This is currently being developed by the CCU. |
| 12 | By 31 August 2015, all forces should ensure they have the necessary capability and capacity to develop and assess corruption-related intelligence in accordance with the authorised professional practice. | Yes | Supt PSD | AMBER | August 2015 | This is being assessed by the Assistant Commissioner |
| 13 | By 31 August 2015, all chief constables should satisfy themselves that they have processes in place to ensure that investigations into misconduct by officers and staff resulting in “no further action” are fair and free of any form of discrimination. | Yes | Supt PSD | GREEN | August 2015 | Peer reviews by Human Resources are in place. |

NOT PROTECTIVELY MARKED

| Recommendation | | Accepted | Governance | Status | Due Date | Comment |
|----------------|---|----------|------------|--------|-------------|--|
| 14 | By 31 August 2015, all forces should ensure that there is sufficient analytical capability to analyse threats, risks, harms and trends in respect of misconduct, criminality and corruption in support of professional standards departments and anti-corruption units. | Yes | Supt PSD | AMBER | August 2015 | This is currently being assessed by PSD. |

Crime Inspection 2014

This was a City of London Police specific report
Published November 2014

Total of 3 actions

Of these 0 are national and outside the remit of City of London Police.

3 were actions to the City of London Police of which 1 has been completed,

2 are still in progress. Details below:

| Recommendation | Accepted | Governance | Status | Due Date | Comment |
|---|----------|------------|--------|---------------|--|
| 1 Within 3 months, the City of London Police should review the process for prioritising the examination of CCTV equipment seized as part of criminal investigations. By March 2015, the force should commence the implementation of a plan to improve the prioritisation and timeliness of these examinations. | Yes | DCS Crime | AMBER | February 2015 | A new unit, to cover all aspects of CCTV and Digital Imagery is being established. Authority and resourcing the unit is being presented to SMB on the 11 th March 2015. |
| 3 Within 3 months, the City of London Police should develop and commence the implementation of a plan to improve the quality of victim services and contact beyond that already provided to victims supported by the vulnerable victim co-ordinator role within the public protection unit. | Yes | DCS Crime | RED | February 2015 | Scoping has been completed with the Vulnerable Victim Coordinator [VVC]. A victim charter is being completed in March 2015 for go-live in April 2015. The Crime Management Unit will identify all personal repeat victims of crime to the VVC. |

Crime Recording – Making the Victim Count

This was a National Report
Published November 2014

Total of 13 actions

Of these 8 are national and outside the remit of City of London Police.

5 were actions to the City of London Police, of which 5 have been completed,

0 are in progress.

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| | |
|--|--|
| Committee(s): Police: Performance and Resource Management Sub-Committee | Date(s): 18 th March 2015 |
| Subject: Performance against Targets in the Policing Plan 2014-17 for the period 1 st April 2014 – 31 st December 2014 | Public |
| Report of: Commissioner of Police Pol 13/15 | For Information |

Summary

1. This report summarises performance against the Policing Plan 2014-17 for the first, second and third quarters of the 2014-15 financial year.
2. At the end of December 2014, of the 19 policing plan targets, 13 were on track to be achieved, 1 has been graded AMBER, 1 was graded WHITE where a grading is not appropriate) and 4 targets have been graded RED, indicating they are unlikely to 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 | GREEN |
| 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 | AMBER |
| 1.4.1a Reduce levels of victim-based violent crime compared to 2013-14 | RED |
| 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 | GREEN |
| 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 | GREEN |
| 1.7.1b Increase the number of high priority OCGs using fraud disrupted through national partnerships with national law | GREEN |

| | |
|--|-------|
| enforcement agencies | |
| 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 | RED |
| <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 period 1st April 2014 – 31st December 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 (with the exception of measure 1.1.1.b which has been included to provide Members with an update of the current position).
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 3436 offences, compared to 3480 offences at the same point the previous year, 44 fewer crimes.
 - Crimes against statute, which includes drugs offences, possession of weapons, public order offences and 'miscellaneous crimes against society'¹, have increased 601 crimes at the end of December 2013 to 626 at the end of December.
 - At the end of December 2014, total notifiable crime was down by 10 crimes 4062 crimes compared to 4081 crimes at the same point the previous year.

5. In addition to those items reported in the previous two quarterly reports, notable Force achievements and activities during the last three months of the financial year include:
 - A cross directorate operation resulted in the arrest of two accountants on suspicion of laundering £2m from boiler room frauds targeting hundreds of investors across the UK.
 - The Force signed a landmark agreement with the Royal Bank of Scotland to use specialist advisors under the Force's new Corporate Volunteer Consultancy Scheme, which will support the Force tackling the most complex and challenging financial crimes facing the UK.
 - Two ATM fraudsters were sentenced to a total of six years imprisonment following an investigation which uncovered over £2m worth of stolen debit and credit card details.
 - A gang who made hundreds of thousands of pounds conning international investors into buying diamonds more than ten times their true value were jailed for a total of 20 years. The prison sentences were the first for the Operation Rico team, established by the force two-and-a-half years ago to tackle international organised crime networks running boiler room operations which are believed to be responsible for millions of pounds of investment fraud.

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

- Two men received a total of 9 ½ years imprisonment following a trial at the Old Bailey for causing grievous bodily harm.
- A prolific thief who was wanted for 27 thefts and who had managed to evade capture since July 2013 was charged and remanded into custody pending his trial at the Old Bailey in December, resulting in a two year prison sentence.

Target Performance

6. **1.1.1b – To deploy intelligence led, high visibility policing operations to counter the terrorist threat and reassure the public.** Although the target is now graded GREEN it is included in the body of the report to provide your Sub Committee with a summary of the issues surrounding this measure and how it has been resolved. The target has been in existence for the past two years. It was introduced to provide reassurance that specific counter terrorism taskings were being delivered. However, it was also thought that the measure could be used to evidence activity which would support the Force's applications for dedicated security post funding. For that reason a notional average of hours tasked was calculated and used as the basis against which delivered hours would be measured.
7. Since that time, tasking counter terrorism deployments have evolved considerably and away from the formula that resulted in the 1635 hours used as a benchmark. For most of the time, this has not been an issue from a reporting perspective, however, over the past year, it has resulted in some months falling into AMBER.
8. During the first year of this target's life, 'E1 Patrols' were included in the number of hours delivered. These are directed patrols of specific iconic sites in the City designed as a high visibility counter terrorism measure. On that basis, they were included in the hours delivered monthly. However, including these patrols in the measure routinely resulted in the number of hours delivered exceeding the number of hours tasked by hundreds and sometimes thousands of hours per month. They were then removed from the measure, although the E1 patrols still take place.
9. It follows that the hours reported to your Sub Committee in Appendix A do not represent the totality of Force activity in this important area. For example, in addition to the E1 patrols, following the change in the threat level from terrorism, a number of high profile events (e.g. State banquets and other dinners attended by dignitaries) have required additional resourcing that for October alone, amounted to an additional 336 hours that were not included in the count for this target. Following extensive consideration at the Force's Performance Management Group Meeting, hours which should have been included for December (but originally were not) have now been incorporated. These hours relate to specific policing operations over Christmas and New Year that had particular focus on security and counter terrorism.

10. Although E1 patrols are still not being included in the assessment of the measure, to give an indication of the effect they would have on the target, if E1 patrols were included for the months of August and September the total number of hours delivered for those months alone would have been 4699 and 7435 hours respectively.
11. The measure is being assessed as a year to date average based on the cumulative number of hours delivered.
12. **1.4.1a – Reduce levels of victim based violent crime compared to 2013-14.** As indicated in previous reports to your Sub Committee, this was always going to be a very challenging target to achieve and at this point in the year it is clear that it is highly unlikely this target will be achieved by year end. Members will be aware that tackling victim based violent crime remains a core focus of operational activity and performance, with all tactical options being fully considered at every Performance Management Group. Intelligence profiles have been developed and used to inform deployments and SARA problem solving models are continuing to be used. The main increases are in the categories of common assault and harassment; crimes of violence without injury are showing a 36.3% increase (69 more offences) since April 2014. The Force has actually recorded a 4.2% reduction (11 fewer) in crimes of violence with injury compared to the same point last year. Whilst this target will not be achieved, the Force will continue to do everything in its power to minimise the increase on last year's level of victim based violent crime.
13. **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 was a new target for 2014/15 with no benchmark. In retrospect, setting the level at 90% for consistency with other satisfaction targets was optimistic. The first quarter's results were very disappointing, principally due to the fact that of the 20 people who said they were dissatisfied, 19 came from the same case where the matter had been closed as 'investigation incomplete'. In common with other satisfaction measures, this target has also suffered from poor response rates resulting in very small sample sizes. Whilst improvements have been recorded to both satisfaction rates and sample sizes, this target cannot now be achieved by year end.
14. **1.8.1a Ensure that at least 90% of victims of crime are satisfied with the service provided by the police.** Members will be aware that previous reports have highlighted that this target will not be achieved by year end. This is unfortunate as within some of the individual survey categories the Force has actually performed extremely well (95.2% for ease of contact, 93.4% for treatment). However, those results have been adversely affected by low rates of satisfaction around actions taken (76.5%) and follow up (82.1%), resulting in the overall satisfaction level being 83.4% at the end of December 2014.
15. The Force includes victims of theft in its surveys, without which the sample size of respondents would be extremely low. Using the Home Office categories only (burglary, vehicle crime, assault), the overall satisfaction level increases to 87.0% (compared to a national average of 85.6%). In fact, the

Force performs better than the national average in all survey categories (see Appendix A for details).

16. As the previous target, poor results for quarters 1 and 2 mean that whilst action can be taken to remedy issues highlighted by the surveys, the target cannot actually be achieved.
17. **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.** Although the Force has only narrowly missed achieving this target for the 3rd quarter (recording a level of 89.5% (153 of 171 respondents)), this target has now been graded RED as a satisfaction level of 97% would be required during the final quarter for the Force to achieve this target; achieving such a level is highly unlikely. Members will be aware that as this is a street survey, anyone can be approached. Some will not have had any interaction with the Force, others inevitably bring wider experiences of the police service (from their home forces) to bear in their responses, even though every effort is made to make clear responses should only be made in relation to the City of London Police. This survey is being replaced next year with a much more comprehensive assessment of perception and confidence, which will be reported separately to your Sub Committee.
18. Whilst the Force will not achieve many of its satisfaction targets, it is testament to the Force's sense of professionalism and aspiration that such high levels were set in the first place. Only 5 years ago there was a target known as the 'single confidence measure' which assessed the percentage of people who believed the police and local council were dealing with anti-social behaviour and crime issues that mattered in this area; the target set was 52%. In more recent years, the Force has steadily increased its satisfaction targets from 80%, through to 85% to the current 90%. Whilst the Force has not achieved some of those targets, satisfaction does remain high and the Force acts on all feedback received to improve its service to victims and the community.

Conclusion

19. At the end of the 3rd quarter, although there are 4 targets that will not be achieved by year end, though consistent and sustained effort, the Force is on track to achieve 14 of its 19 targets.

Background Papers:

- **Appendix 'A' Performance Summary**

Contact:

Stuart Phoenix

020 7601 2213

Stuart.phoenix@cityoflondon.pnn.police.uk

APPENDIX A – PERFORMANCE SUMMARY FOR 1st APRIL – 31st DECEMBER 2014

| 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 | 57 | 58 | 45 | | | |
| Percentage consider Force capable | 99% | 100% | 96% | 100% | 98% | 99% | 99% | 100% | 98% | | | |
| Number Argus Attendees | 20 | 12 | 41 | 80 | 0 | 87 | 95 | 113 | 72 | | | |
| Percentage consider Force capable | 100% | 100% | 100% | 100% | n/a | 100% | 99% | 100% | 100% | | | |
| Street Survey (Quarterly) | 90% (144/160) | | | 85.7% (138/161) | | | 87.1% (135/155) | | | | | |
| Quarterly Average | 95% | | | 95.6% | | | 95.2% | | | | | |

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

Q3: 87.1% (135/155) 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 | GREEN | | | | | | | | | | | |
| CURRENT POSITION | | | | | | | | | | | | |
| Month | April | May | June | July | Aug | Sept | Oct | Nov | Dec | Jan | Feb | Mar |
| Hours tasked | 1635 | 1635 | 1635 | 1635 | 1635 | 1635 | 1635 | 1635 | 1635 | | | |
| Hours delivered | 1645* | 1428* | 1492* | 1983* | 1419* | 1294* | 1843* | 2178* | 2183 | | | |
| Cumulative tasked | 1635 | 3270 | 4905 | 6540 | 8175 | 9810 | 11445 | 13080 | 14715 | | | |
| Cumulative delivered | 1645 | 3073 | 4565 | 6548 | 7967 | 9261 | 11104 | 13282 | 15465 | | | |
| YTD average | 1645 | 1536 | 1522 | 1637 | 1593 | 1543 | 1586 | 1660 | 1718 | | | |
| Traffic Light for Month | GREEN | AMBER | AMBER | GREEN | AMBER | AMBER | AMBER | GREEN | GREEN | | | |

*These figures do not include dedicated E1 patrols - directed patrols of specific iconic sites in the City designed as a high visibility counter terrorism measure and were removed from an assessment of the target as the number of hours ran into several thousand per month. The measure is being assessed as an average of the

| 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 two quarters and reported to your last Sub Committee, the Force has completed the following operations over the course of quarter 3:</p> <p>October: Careless Driving was a specific deployment/tasking focus for the month: 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>1st – 31st – Careless Driving Additionally, specific operations were run on the 8th, 11th, 12th and 16th October</p> <p>20th – 31st October – Speed Enforcement of 25mph</p> <p>November: Careless Driving / Mobile Phones Use and Speeding were the main deployment/tasking foci for the month with a week of action for Careless Driving only from 17th to 21st November. Uniform Policing Directorate Sergeants / Wards Supervisors / Duty Management Unit Supervisors ensured relevant number of hours were tasked and delivered during the shifts. Support Group – Tuesdays deployments – focusing on drivers using mobile phones.</p> <p>1st – 30th November – Careless Driving</p> <p>Every weekend when trained officers are working – Speed Enforcement of 25mph and over</p> | |

December: Mobile Phones and Speeding were the main deployments/taskings for the month with a week of action for Careless/ speed from 15th to 19th December and another for speed 29th to 31st

Night duty plain clothes – taxi touts – 4th 5th 6th 11th 12th 13th 18th 19th 20th

Operation Arthur

Utilising ANPR database from Met Police - Fraudulent activity taking place within the Hackney Carriage Trade and to ensure compliance with other Hackney Carriage Legislation

Support Group

TFL Tuesdays – to hand out STAN leaflets ‘if it’s not booked, it’s not safe!’ - to commuters coming into main line stations.

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 | 49 |
| 2014/15 | 6 | 8 | 4 | 6 | 3 | 4 | 4 | 6 | 7 | | | | 48 |

| 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 | 25 | 4 | 3 | 6 | 38 | 265 | 273 |
| November | 20 | 9 | 4 | 3 | 36 | 301 | 304 |
| December | 28 | 6 | 8 | 5 | 47 | 348 | 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 | 1/4 | 1/4 | 2/6 | | | |
| <i>Sergeants</i> | 5 / 11 | 5 / 11 | 5 / 11 | 5 / 11 | 5 / 11 | 5/12 | 5/12 | 5/12 | 5/11 | | | |
| <i>PCs</i> | 32 / 68 | 32 / 68 | 32 / 68 | 32 / 68 | 32 / 68 | 32/67 | 32/68 | 32/68 | 29/48 | | | |
| Traffic Light | GREEN | GREEN | GREEN | 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. | | | | | | | | | | | | |

than just be notified that it is happening. Another was that the respondent was unaware of the route. Full breakdown and report relating to the survey has been provided to A/Supt of communities and Directorate Head.

Current average for this measure is presented in the table below:

| Event | 350th Anniversary – Royal Marines | Tour of Britain | Lord Mayor's Show | Smithfield Christmas Campaign | Totals |
|----------------------|---|------------------------|--------------------------|--------------------------------------|---------------|
| Number of responses | 135 | 143 | 115 | 73 | 466 |
| Total Very satisfied | 78 | 55 | 42 | 27 | 202 |
| Total Satisfied | 48 | 76 | 57 | 33 | 214 |
| Satisfaction rate | 93.33% | 91.60% | 86.08% | 82.19% | 89.27% |

| | |
|---------------------------|--------|
| Total number of responses | 466 |
| Total number satisfied | 416 |
| Overall Satisfaction rate | 89.27% |

The satisfaction rate from the surveys currently stands at 89.27%, just below the 90% threshold to achieve a GREEN status. There is an opportunity to achieve this target based on one further survey of an event to be held on the 13th March to commemorate the end of the conflict in Afghanistan.

| 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 (I&I) | | | | | | | | | | | |
| 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 | RED | | | | | | | | | | | |
| 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) | 56 | 46 | 52 | 56 | 61 | 54 | 71 | 78 | 75 | | | |
| Change (month) | 5 | -3 | -11 | 20 | 7 | 4 | 11 | 19 | 6 | | | |
| | 9.8% | -6.1% | -17.5% | 55.6% | 13.0% | 8.0% | 18.3% | 32.2% | 8.7% | | | |
| 2013-14 (YTD) | 51 | 100 | 163 | 199 | 253 | 303 | 363 | 422 | 491 | 542 | 600 | 665 |
| 2014-15 (YTD) | 56 | 102 | 154 | 210 | 271 | 325 | 396 | 474 | 549 | | | |
| Change (YTD) | 5 | 2 | -9 | 11 | 18 | 22 | 33 | 52 | 58 | | | |
| | 9.8% | 2.0% | -5.5% | 5.5% | 7.1% | 7.3% | 9.1% | 12.3% | 11.8% | | | |
| YTD Target | 55 | 111 | 166 | 221 | 277 | 332 | 387 | 443 | 498 | 553 | 609 | 664 |
| Variance from Target | 1 | -9 | -12 | -11 | -6 | -7 | 9 | 31 | 51 | | | |
| Average Required | 55 | 55 | 56 | 56 | 56 | 56 | 57 | 47 | 47 | 38 | 38 | 39 |

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

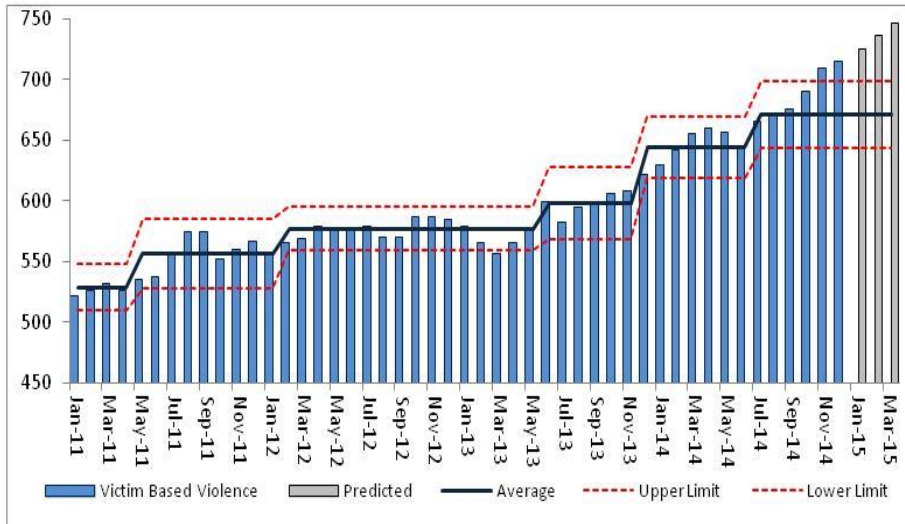


Figure 1: Victim based violence based on 12 rolling month data

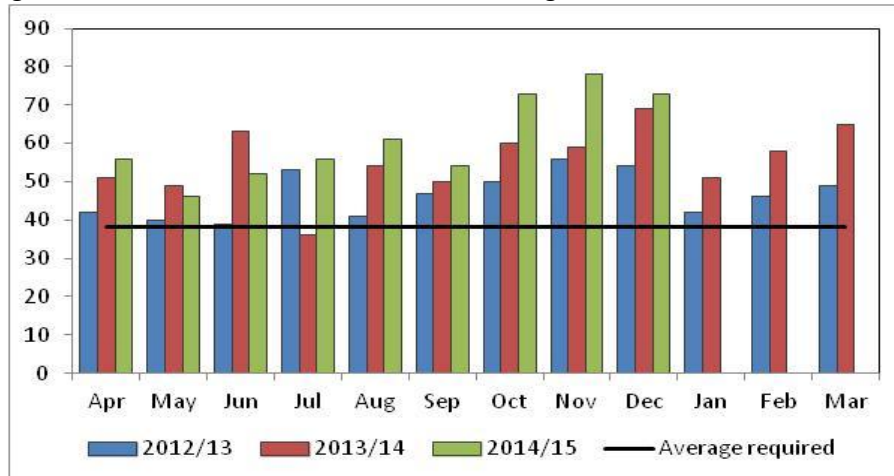


Figure 2: Average required to meet target against previous monthly performance

October, November and December 2014 had the highest monthly volumes of violent crime recorded since April 2009. December has tended to be a high month for Violence with Injury in previous years, and this was especially so in 2014 (46 recorded, against an average of 27 for the previous 12 months). The prediction for Victim Based Violence is to end 2014/15 with around 745, an increase of 80 offences, 12%.

249 offences of Violence With Injury have been recorded since April, a reduction of 11 (-4.2%) on the same period of 2013/14.

259 Violence Without Injury have been recorded since April, an increase of 69 offences, 36.3%.

- Common Assault, 169 recorded, increase of 20 offences, 13.4%
- Harassment/ Stalking, 75 recorded, increase of 48 offences, 177.8%

Rape and other Sexual Offences have remained stable at 41 offences, the same as last year. 8 reports were historical (reported more than 1 year after committed), compared to 10 for the same period last year.

Violent crime flagged as occurring in licensed premises increased from 124 to 161 (30%) for the April to December period. 18 of December's offences were flagged to licensed premises, compared to 16 in December 2013.

At the end of November, 39 forces showed a significant upward trend for violence against the person and sexual offences.

Calendar year 2014 compared to 2013:
Violence With Injury: + 9 offences, 2.8%
Violence Without injury: +75. 30%.
Sexual offences: +8, 17%

| 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 (I&I) | | | | | | | | | | | |
| 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) | 314 | 275 | 272 | 319 | 314 | 305 | 325 | 290 | 318 | | | |
| Change (month) | -31 | -38 | -47 | -25 | 27 | 24 | -21 | -15 | 61 | | | |
| | -9.0% | -12.1% | -14.7% | -7.3% | 9.4% | 8.5% | -6.1% | -4.9% | 23.7% | | | |
| 2013-14 (YTD) | 345 | 658 | 977 | 1321 | 1608 | 1889 | 2235 | 2540 | 2797 | 3049 | 3357 | 3699 |
| 2014-15 (YTD) | 314 | 589 | 861 | 1180 | 1494 | 1799 | 2124 | 2414 | 2732 | | | |
| Change (YTD) | -31 | -69 | -116 | -141 | -114 | -90 | -111 | -126 | -65 | | | |
| | -9.0% | -10.5% | -11.9% | -10.7% | -7.1% | -4.8% | -5.0% | -5.0% | -2.3% | | | |
| YTD Target | 308 | 616 | 925 | 1233 | 1541 | 1849 | 2157 | 2465 | 2774 | 3082 | 3390 | 3698 |
| Variance from Target | 6 | -27 | -64 | -53 | -47 | -50 | -33 | -51 | -42 | | | |
| Average Required | 308 | 306 | 310 | 314 | 311 | 314 | 314 | 316 | 316 | 322 | 322 | 322 |

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

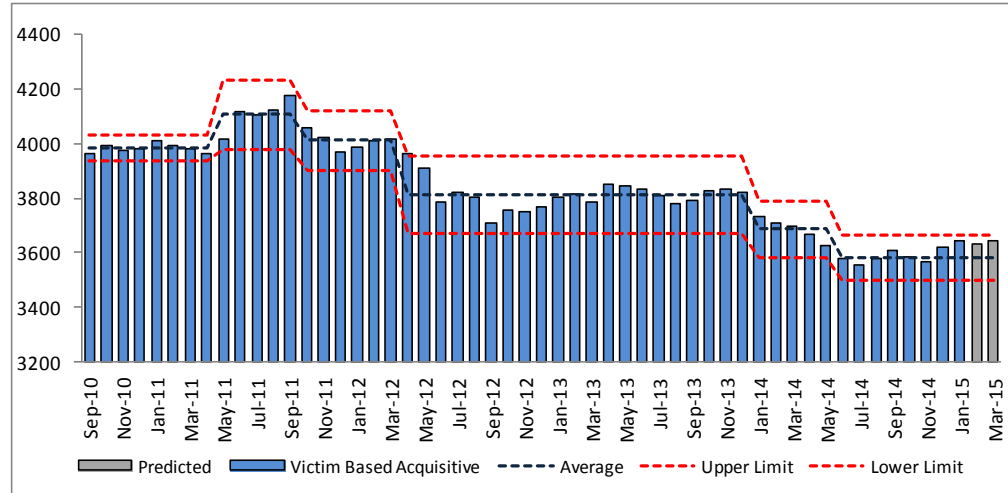


Figure 1: Victim based acquisitive crime based on 12 rolling month data

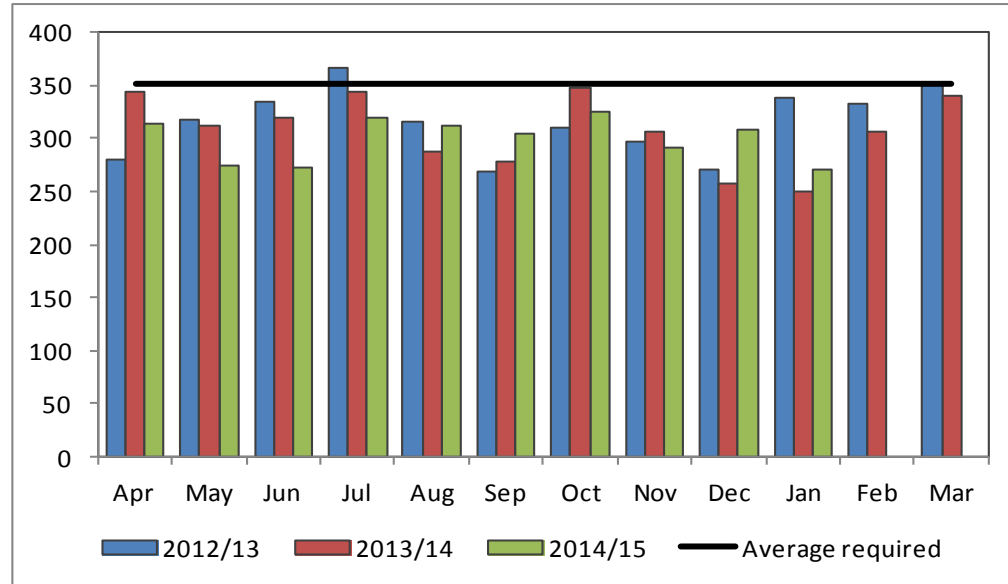


Figure 2: Average required to meet target against previous monthly performance

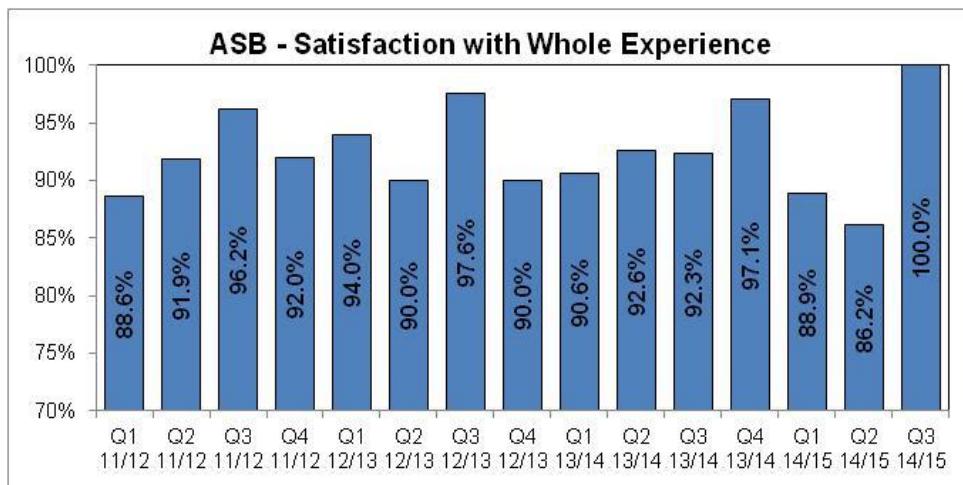
Acquisitive Crime is currently showing a reduction of 2.3%, and the financial year prediction is 3699, a reduction of 1.7% on 2013/14. 318 offences were recorded in December, an increase of 61 (23.7%) on December 2013.

| | Apr-Dec 13 | Apr-Dec 14 | change | % change |
|-----------------------------|--------------|--------------|------------|--------------|
| Robbery Business | 1 | 4 | + 3 | +300.0% |
| Robbery Personal | 32 | 28 | - 4 | - 12.5% |
| Burglary in Dwelling | 21 | 17 | - 4 | - 19.0% |
| Burglary Other | 207 | 150 | - 57 | - 27.5% |
| Vehicle Offences | 76 | 164 | + 88 | + 115.8% |
| <i>Theft of vehicle</i> | 38 | 87 | +49 | +128.9% |
| <i>Theft from vehicle</i> | 36 | 63 | +27 | +75.0% |
| <i>Vehicle interference</i> | 2 | 14 | +12 | +600.0% |
| Theft from Person | 283 | 278 | - 5 | - 1.8% |
| Bicycle Theft | 268 | 317 | + 49 | + 18.3% |
| Shoplifting | 485 | 423 | - 62 | - 12.8% |
| All Other Theft | 1,424 | 1,351 | - 73 | - 5.1% |
| Acquisitive Crime | 2,797 | 2,732 | -65 | -2.3% |

| 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 | This is a new measure. From April 2014 the Government will stop using the traditional detection measures and in their place have substituted a range of crime outcomes that will apply to every crime. Outcomes are intended to be ones which resolve reports of crime to victims' satisfaction. There will be a fundamental shift from setting detection style targets that favour one outcome over another. Instead, crime outcomes will provide a range of disposals based on appropriateness and crimes being concluded to victims' satisfaction. This measure will allow the Force to assess the level of victim satisfaction over the course of the year by survey. Once that information has been gathered, it will be used as a baseline to improve levels of satisfaction the following year, if appropriate. |
| DEFINITIONS | NA |
| BASELINE | To be assessed over the course of 2014-15 |
| MEASUREMENT | Quarterly by survey. (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 | |
| <p>Quarter 1: 51.9% (55/106) of respondents were satisfied with the outcome of their crime, 31.1% (33 respondents) were dissatisfied. Quarter 2: 60.6% (66/109), 25.7% (28 respondents) were dissatisfied. Quarter 3: 55.0% (60/109), 15.6% (17 respondents) dissatisfied.</p> <p>FYTD: 55.9% satisfied, 24.18% dissatisfied.</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 (I&I) | | | | | | | | | | | |
| 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 | 97 | 121 | 88 | | | |
| April –December 2013: 928 April – December 2014: 864 | | | | | | | | | | | | |

| 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 (I&I) |
| 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 | |



Q3: 22 respondents all satisfied with service provided. 14 (63.6%) completely satisfied, 6 (27.3%) very satisfied, 2 (9.1%) fairly satisfied.

FYTD (Q1+Q2+Q3)
 Ease of contact: 97.3% (72/74)
 Actions taken: 88.3% (68/77)
 Follow up: 87.7% (50/57)
 Treatment: 97.4% (76/78)
 Service provided: 91.0% (71/78)

| 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 areas 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 | 369 | |
| Number of victims completing survey | 56 | 25 | 106 | |
| Overall satisfaction with initial contact. (Valid responses) | 60% (33/55) | 68% (17/25) | 86% (91/106) | |
| Overall satisfaction with service from ECD officers. (Valid responses) | 54.71% (29/53) | 80% (20/25) | 78% (80/102) | |
| Overall satisfaction taking the whole experience into account. (Valid responses) | 39.62% (21/53) | 72% (18/25) | 76% (80/105) | |
| Level of satisfaction in outcome of investigation. (Valid responses) | 13.63% (3/22) | 68.75% (11/16) | 76% (58/77) | |
| Cumulative overall satisfaction taking the whole experience into account. | 39.62% (21/53) | 50% (39/78) | 65% (119/183) | |
| Traffic light | RED | RED | RED | |

The Quarter 1 survey results were 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 for quarter 1 was very 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. Satisfaction levels have steadily improved through quarters 2 and 3.

Despite the improvement in results, both in the survey sample size and in the level of satisfaction, the results for the first 3 quarters are such that it will not be possible to achieve this target by year end.

| 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 | 8 | 5 | 8 | | | |
| Cumulative position of City Fraud Crimes reaching Point of outcome. | 5 | 7 | 11 | 2 | 4 | 23 | 31 | 36 | 44 | | | |
| Number of City Fraud Crimes reaching Point of outcome with offender disposal. | 5 | 2 | 3 | 0 | 1 | 2 | 6 | 2 | 6 | | | |
| Cumulative position of City Fraud Crimes reaching point of outcome with offender disposal. | 5 | 7 | 10 | 1 | 0 | 2 | 1 | 2 | 2 | | | |
| Number of City Fraud Crimes reaching point of outcome where Fraud enabler disrupted | 0 | 0 | 1 | 14 | 19 | 0 | 1 | 1 | 0 | | | |
| Number of City Fraud Crimes reaching point of outcome contributing to an ECD Fraud awareness/prevention product | 0 | 0 | 0 | 14 | 19 | 23 | 31 | 36 | 44 | | | |
| Number of City Fraud Crimes reaching point of outcome where positive action awaited (See profile update narrative) | 0 | 0 | 0 | 3 | 5 | 4 | 8 | 5 | 8 | | | |
| Traffic Light | | | | | | | | | | | | |

During the data collection period, the ECD Operational teams closed 72 Unifi crime records of which 8 constituted a City Fraud Crime. The remaining 64 Unifi crime records were excluded for the following reasons:

| | |
|----|---|
| 45 | Investigations were "within the Jurisdiction of the CCC" locus i.e. outside the City of London. |
| 3 | Investigations linked to NLF funding stream grouping. |
| 14 | Investigations were LOR's and NFD assessments which are excluded from this measurement. |
| 2 | Investigation was a City Fraud Crime but subsequently "No crimed". |

The two City Fraud Crimes where there was no offender disposal benefitted from the following positive actions: (1) resulted in a large amount of mobiles being forfeited at court and (2) was a cash forfeiture order following a cash seizure originating from a City Fraud Crime.

| PERFORMANCE INDICATOR: 1.7.1. Providing the national lead against Fraud | | | | | | | | | | | | |
|---|---|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| TARGET | 1.7.1a. To increase by 20% the number of fraud investigators trained by the Fraud Academy compared to 2013-14 | | | | | | | | | | | |
| TARGET OWNER | Economic Crime Directorate | | | | | | | | | | | |
| AIM/RATIONALE | This measure is carried forward but has been amended to a 20% increase instead of a straightforward increase. To improve the quality of investigations. High quality investigations improve detection rates and victim satisfaction. Training investigators to a national standard (Fraud Investigators Handbook) is a key means of achieving this; it also follows the model for other specialist areas such as homicide. The level has been set at 20% to mirror the target set in the National Lead Force's Business Plan. | | | | | | | | | | | |
| DEFINITIONS | NA | | | | | | | | | | | |
| BASELINE | 898 (20% of 2013/14 total (748) = 149.60 rounded up to 150. Baseline is 748 + 150 = 898) | | | | | | | | | | | |
| MEASUREMENT | The target will be assessed against the number of people trained as fraud investigators, inclusive of private organisations, LEA's and police (Including NLF staff). This will be compared against the number of course attendees same month in the previous year and then cumulatively against the target. This will take account of fluctuations in course delivery throughout the year | | | | | | | | | | | |
| DATA SOURCE | ECD (Fraud Academy – information not available from central systems) | | | | | | | | | | | |
| TRAFFIC LIGHT CRITERIA | GREEN: Target will be met AMBER: Target will not be met without additional work RED: Target will not be met | | | | | | | | | | | |
| TRAFFIC LIGHT | GREEN | | | | | | | | | | | |
| CURRENT POSITION | | | | | | | | | | | | |
| | Apr 14 | May 14 | Jun 14 | Jul 14 | Aug 14 | Sep 14 | Oct 14 | Nov 14 | Dec 14 | Jan 15 | Feb 15 | Mar 15 |
| Number of attendees attending courses 2014/15 | 63 | 104 | 86 | 62 | 15 | 112 | 157 | 108 | 63 | | | |
| Comparable month in 2013/14 | 31 | 52 | 0 | 179 | 23 | 81 | 54 | 43 | 12 | | | |
| Cumulative progress towards target (898) | 63 | 167 | 253 | 315 | 330 | 442 | 599 | 707 | 770 | | | |
| Traffic light | GREEN | GREEN | GREEN | AMBER | AMBER | AMBER | GREEN | GREEN | GREEN | | | |

| PERFORMANCE INDICATOR: 1.7.1. Providing the national lead against Fraud | |
|---|--|
| TARGET | 1.7.1b. To increase the number of high priority/priority OCGs using fraud disrupted through national partnership with national Law Enforcement Agencies |
| TARGET OWNER | Economic Crime Directorate |
| AIM/RATIONALE | This is a new measure. Tackling organised criminality is key to fighting serious crime and supports the strategic policing requirement. The aim of this target is to focus attention on the most impactful Organised Crime Groups causing harm, working in partnership with national LEAs (which includes the National Crime Agency), providing both an intelligence and enforcement capability to tackle the most serious OCGs using fraud nationally |
| DEFINITIONS | Identification = The number of OCGs mapped on the national tracker and accepted as a priority/high priority OCG by OCCC through the MSOC process Managed = owned by, each OCG must have one named owner. Disrupted = Based upon the owner's OCGs disruption process which results in a decrease of the capability to commit serious, organised or complex crime The OCGs causing the greatest harm are those assessed as 1A and other high scoring bandings (2s/Bs)- with harm then reducing on a downward scale through the bandings – when an OCG is mapped, the OCG tracker database automatically generates a harm banding based upon the assessed 'criminal activities' and 'intent and capabilities'. |
| BASELINE | It is proposed to baseline this for the first six months of the year and thereafter increase the level based on that baseline. |
| MEASUREMENT | The number of priority and high priority OCGs: (i) identified; (ii) enhanced by ECD intelligence and knowledge; (iii) owned and disrupted by ECD; and (iv) disrupted by partner agencies following ECD enhancement |
| DATA SOURCE | ECD Business Information Unit |
| TRAFFIC LIGHT CRITERIA | GREEN: Target being or likely to be met AMBER: Target will not be met without additional work RED: Target will not be met |
| TRAFFIC LIGHT | GREEN |
| 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) | 642 (as at November) | |
| Total number of priority/high priority OCGs at (A) using Fraud and Economic Crime (B) | 298 | 318 (As at August) | 291 (as at November) | |
| Number of OCGs at (B) where ECD have provided enhanced intelligence and information to assist disruption (C) | 1 | 4 | 8 | |
| Cumulative number of OCGs at (C) where ECD have provided enhanced intelligence and information to assist disruption. | 1 | 5 | 13 | |
| 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 | 0 | |
| Traffic Light | WHITE | WHITE | GREEN | |

In line with the direction of the PMG Board, this measure was 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 on which to improve 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 | 36,485,338 | 20,796,164 | 37,590,846 | | | |
| 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 | 33,450,994 | 11,461,984 | 32,557,250 | | | |
| 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 | 151,838,368 | 173,529,564 | 195,220,760 | | | |
| Benchmark to achieve target | 21,691,195 | 43,382,391 | 65,073,586 | 86,764,781 | 108,455,977 | 130,147,173 | 219,750,364 | 240,546,528 | 278,137,374 | | | |
| Traffic light | GREEN | GREEN | GREEN | 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% | 92.53% | 92.39% | 92.79% | | | |
| 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% | 92.09% | 92.07% | 92.35% | | | |
| Traffic light | GREEN | GREEN | GREEN | GREEN | GREEN | GREEN | GREEN | GREEN | GREEN | | | |
| *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, however, service levels have been consistently high over the course of the year, therefore this is not considered problematic. | | | | | | | | | | | | |

| 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 | PIU (I&I) |
| 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 | |



Q3: 86.2% (169 out of 196) of respondents satisfied with Whole Experience.

FYTD (Q1+Q2+Q3)
 Ease of contact: 95.2% (437/459)
 Actions taken: 76.5% (423/553)
 Follow up: 82.1% (454/553)
 Treatment: 93.4% (521/558)
 Whole Experience: 83.4% (463/555)

The 2014/15 target will not be achieved.

Comparative results shown below for HO categories only (Burglary, Vehicle Crime and Assault). The Force voluntarily includes victims of thefts in its surveys, without which the sample numbers would be very low.

| | COLP | National Avg | Rank | Rank compared to previous quarter |
|------------------|-------|--------------|------------------|-----------------------------------|
| Ease of contact | 96.4% | 96.6% | 17 th | Up from 24 th |
| Actions taken | 86.1% | 83.3% | 15 th | Up from 25 th |
| Follow up | 88.2% | 77.7% | 2 nd | Down from 1 st |
| Treatment | 95.8% | 94.3% | 8 th | Down from 5 th |
| Whole experience | 87.0% | 85.6% | 14 th | Down from 2 nd |

| 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 (I&I) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 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 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Proportion who thought the CoLP were doing a good or excellent Job?</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Proportion (%)</th> </tr> </thead> <tbody> <tr><td>Apr - Jun 11</td><td>83.3%</td></tr> <tr><td>Jul - Sep 11</td><td>84.2%</td></tr> <tr><td>Oct - Dec 11</td><td>87.2%</td></tr> <tr><td>Jan - Mar 12</td><td>89.6%</td></tr> <tr><td>Apr - Jun 12</td><td>90.4%</td></tr> <tr><td>Jul - Sep 12</td><td>93.1%</td></tr> <tr><td>Oct - Dec 12</td><td>92.1%</td></tr> <tr><td>Jan - Mar 13</td><td>93.8%</td></tr> <tr><td>Apr - Jun 13</td><td>91.6%</td></tr> <tr><td>Jul - Sep 13</td><td>90.8%</td></tr> <tr><td>Oct - Dec 13</td><td>92.9%</td></tr> <tr><td>Jan - Mar 14</td><td>89.9%</td></tr> <tr><td>Apr - Jun 14</td><td>85.2%</td></tr> <tr><td>Jul - Sep 14</td><td>88.0%</td></tr> <tr><td>Oct - Dec 14</td><td>89.5%</td></tr> </tbody> </table> | Quarter | Proportion (%) | Apr - Jun 11 | 83.3% | Jul - Sep 11 | 84.2% | Oct - Dec 11 | 87.2% | Jan - Mar 12 | 89.6% | Apr - Jun 12 | 90.4% | Jul - Sep 12 | 93.1% | Oct - Dec 12 | 92.1% | Jan - Mar 13 | 93.8% | Apr - Jun 13 | 91.6% | Jul - Sep 13 | 90.8% | Oct - Dec 13 | 92.9% | Jan - Mar 14 | 89.9% | Apr - Jun 14 | 85.2% | Jul - Sep 14 | 88.0% | Oct - Dec 14 | 89.5% | <p>Q3: 89.5% (153/171) of respondents thought the police were doing a good or excellent job, an improvement on the previous two quarters.</p> <ul style="list-style-type: none"> • Excellent: 50 • Good: 103 • Fair: 18 • Poor: 0 • Very Poor: 0 <p>FYTD: 87.6% (444/507) of respondents thought the police were doing a good or excellent job. This target is unlikely to be achieved. A good/excellent rating of around 97.6% in Q4 would be required to reach the 90%.</p> |
| Quarter | Proportion (%) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Apr - Jun 11 | 83.3% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Jul - Sep 11 | 84.2% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Oct - Dec 11 | 87.2% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Jan - Mar 12 | 89.6% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Apr - Jun 12 | 90.4% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Jul - Sep 12 | 93.1% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Oct - Dec 12 | 92.1% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Jan - Mar 13 | 93.8% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Apr - Jun 13 | 91.6% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Jul - Sep 13 | 90.8% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Oct - Dec 13 | 92.9% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Jan - Mar 14 | 89.9% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Apr - Jun 14 | 85.2% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Jul - Sep 14 | 88.0% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Oct - Dec 14 | 89.5% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| | |
|--|--|
| Committee(s): Police: Performance and Resource Management Sub Committee | Date(s): 18 th March 2015 |
| Subject: Public Perception Survey update | Public |
| Report of: Commissioner of Police Pol 14/15 | For Information |
| <p><u>Summary</u></p> <p>The City of London Police has carried out public perception surveys in the past few years and these were delivered through an external company. These surveys were carried out in the street but the results may not be as accurate as desired as, although respondents are asked to focus on the City of London area, there is the possibility that they may be influenced by media coverage of events in other Force areas and national coverage of policing issues. Consequently, the results may be influenced by other factors and may therefore not give a true perception of the Force.</p> <p>In order for the Force to deliver its vision for City Futures, work was undertaken to survey the City Community, to better understand their needs and concerns. An external consultancy company was recruited to carry out this piece of work. The advantages of the consultants methodology is that respondents were fully aware of the services provided by the City of London Police. As such the responses were not predicated on feelings around the national policing picture.</p> <p>The methodology used by the consultants also provides a template and question set for measuring satisfaction and perception in the future. The Force now owns the methodology and the question set. It is recommended that this survey is carried out annually and is managed in house. This will negate future costs of using external consultants in the region of £10-15k, yet still provide a strong evidence base in relation to our engagement with the many strands of the City community.</p> <p>Recommendations It is recommended that this report be received and note its contents.</p> | |

Main Report

Background

1. In order that the public perception of the City of London Police could be measured, the Force used a company for 6 years from 2009/10 to conduct face to face interviews in the street. Participants were visually selected by researchers to achieve rough percentage quotas in terms of ethnicity, gender and age. The criteria was as follows:
 - Size and Frequency: 160 respondents per quarter.
 - Sample: workers (80%), residents (5.5%). Remaining 14.5% roughly split between students, shoppers and other frequent visitors
 - Exclusions: Tourists and people unfamiliar with the City environment, people under 16 years of age, people who work for City of London Police.
2. The cost of the surveys was £11k per year.
3. There was no statutory requirement to conduct these surveys; however, it was seen as a useful diagnostic tool of how the Force is perceived and where it might need to improve. It was used additionally to ask people about Policing Plan priorities and provide data for relevant Policing Plan targets, thereby bolstering the consultation aspects of the Policing Plan development process.
4. Public perception data is not ideal for target purposes as, although respondents are asked to focus on the City of London area, they are likely to be influenced by national media coverage of events in other force areas outside the City. Consequently, the results are likely to be influenced by other factors and may restrict the achievement of targets.
5. The use of these Surveys has been the subject of extensive debate at the Performance Management Group chaired by the Assistant Commissioner. It was generally felt by the group that the information provided by the company survey was not telling the Force anything new. In addition, there were no 'free-text' questions and so it was

not possible to use these to assist in analysing the reasons behind any impact on performance.

Current Position

6. In order that the Force could deliver its vision for City Futures, work was undertaken to survey the City Community to better understand their needs and concerns. An external consultancy was recruited to carry out this piece of work. The compilation and design of the survey and the administration and analysis of the results cost £15k and was paid for by the City of London Police.
7. A number of meetings took place involving both the City of London Police and City of London Corporation. This allowed both organisations to draft the questions in order that we could build a better joint understanding of customer needs from both a Police and Local Authority perspective.
8. The objectives of this work were to :
 - Gain a greater understanding of the customer and their requirements for the service provided and alignment of processes to meet that requirement
 - Understand customer profiles across businesses, residents and the transient population.
 - Provide services that meet customer needs through their preferred channels rather than one size fits all
 - Ensure areas of importance to the public are known and inform areas of work and the services provided
 - Ensure resources and processes are targeted on what the public actually wants and in doing so optimise cost
9. A key element to establishing a meaningful basis for the survey was direct engagement with customers and staff through research. The objective was to provide first hand external information on both the current state, and insight into the desired state that best met the needs of the customer. The research took the form of a survey based on questionnaire(s) with some variations dependent on the respondent type.
10. Respondents were split into 4 distinct groups
 - Residents

- Business community
- Short Stay (tourists, students, night time economy)
- Staff

11. Two methods of data collection were used based on the ability to engage with respondents and respondent preference: Either face to face (Data was collected by interviewers in person) or on line (Respondents were directed to web links where they were able to access an online questionnaire).

The sample sizes in each customer category were

- Residents 255
- Business 181
- Short Stay 303
- Staff 112

12. The questions were compiled to ascertain safety and security concerns, satisfaction and preferred contact channels. The advantages of the Consultants methodology compared to the previous supplier were that businesses and residents were fully aware of the services provided by the City of London. As such the responses were not predicated on feelings around the national policing picture. The 'short stay' sample was promoted through both organisations internet and social media channels ensuring that the responses were City specific. This will allow the development of a richer picture which can be utilised to develop a customer feedback process that will assist in the development of a Customer Strategy for both organisations. The results are currently being analysed and a full report will be delivered to the Force in March.

13. Members may wish to note that the Force will still be conducting the Victims' of Crime Survey in line with national recommendations and guidelines on a quarterly basis. The results of these surveys are analysed and reported to the Force Performance Management Group.

Conclusion

14. The methodology used by the external consultants provides a template and question set for measuring satisfaction and perception in the future. The Force now owns the methodology and the question set. It is proposed to carry out this survey annually and to

manage it in house. This will negate costs of using the external consultants in the region of £10-15k, yet still provide a strong evidence base to in relation to our engagement with the many strands of the City community.

Contact:

Chief Inspector Tony Cairney

020 7601 2098

Tony.cairney@cityoflondon.police.uk

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|---|--|
| Committee(s): Police: Performance and Resource Management Sub Committee | Date(s): 18 th March 2015 |
| Subject: Value For Money Benchmarking Update | Public |
| Report of: Commissioner of Police POL 15/15 | 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 and analysis of this by external consultants (Baker Tilly). The Assistant Commissioner undertook to update your committee on how the Force will use the methodology going forward and on any discussions with HMIC regarding the notional population for the City of London.</p> <p>This report highlights the key findings from the 2014 VFM using the methodology supplied by Baker Tilly and compares the reduction in spend the Force has made since the City First restructure in terms of Value for Money. The analysis also indicates areas where further detailed work is required to drive down costs to improve performance against both its peers and the national average.</p> <p>Key Findings are: That the cost issues appears to be with :</p> <ul style="list-style-type: none"> • Police Staff Costs • Non staff costs <p>This report also outlines the ongoing work to drive down costs in these areas.</p> <p>Recommendations 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 Force introduced an element of independent scrutiny to the value for money process, and in doing so drive efficiencies and cost savings where applicable.
2. Previous reports to your committee have outlined the work carried out by Baker Tilly who undertook an analysis of the HMIC VfM profiles for the Force and identified a number of suitable forces to find more appropriate comparisons. In addition a comprehensive presentation was also delivered.
3. The review also looked at cost comparisons 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.
4. The VFM profiles for 2014 were analysed utilising the methodology used by Baker Tilly in previous analysis. The review looked at cost comparisons and non-financial indicators to see how the Force performs against both its peers in cost and overall value.

Current Position

5. Analysis of the key areas outlined in table 1 below indicate that reductions in spend have been achieved in most areas. The majority of the savings have resulted from the restructuring of Directorates and the associated reductions in staff numbers, which was the key driver of the City First change programme. These figures are on overall spend against the 2012 data and do not account for analysis using per head of population.

Table 1

| Area of Analysis | 2012(£m) | 2014 (£m) |
|--|----------|-----------|
| Policing costs (inc National Policing) | 91 | 85 |
| Police Officer costs (exc National Policing) | 53 | 42.5 |
| Police Staff costs (exc National Policing) | 16 | 17 |
| Non Staff costs | 31 | 25.5 |
| Non Staff costs (Supplies and Services) | 21 | 13.5 |
| Non Staff costs (Premises costs) | 4.5 | 5 |
| Earned Income | 11.5 | 13.5 |
| Police Officers(FTE) (exc National Policing) | 757 | 656 |
| Police Staff (FTE) (exc National Policing) | 396 | 379 |

6. The areas that require further analysis from the above are Police Staff costs and Non Staff costs most notably the cost for supplies and services and premises.

VfM Analysis

7. Following the initial analysis, total cost comparisons with our notional peer group of smaller forces with similar issues (economies of scale, a smaller resident population) in these particular areas was carried out. The per head of population comparisons are attached at Appendix 1 for reference

Table 2

| Area of Spend (£m) | City of London | Cambridgeshire | Gloucestershire | Lincolnshire | Northants | Suffolk | Warwickshire |
|-----------------------|----------------|----------------|-----------------|--------------|-----------|---------|--------------|
| Police Staff | 52.5 | 30.9 | 20.2 | 13.2 | 47.5 | 40.9 | 39.0 |
| Supplies and Services | 13.6 | 14.7 | 10.2 | 7.0 | 12.4 | 10.4 | 9.2 |
| Premises | 4.8 | 3.8 | 5.1 | 2.6 | 4.1 | 5.0 | 3.5 |

8. The higher Police Staff costs can be explained to some degree by the higher salaries paid in London compared with our peer

group. The higher staff costs in comparison to 2012 as outlined in table 1 reinforced that this was an area that required review. As a result the Force has conducted reviews of staffing arrangements in two Directorates (ACPO and Corporate Services). As a result of these reviews cost savings have been identified and appropriate arrangements are being put in place to allow the implementation of the findings. This will deliver significant cost savings over the next few years and this continuous review of all our functions will continue as the Force aims to balance its budget within the spending review period. It is anticipated that this will also be reflected in improved VFM calculations.

9. The supplies and services costs which are covers all equipment and services (not relating to premises or transport), as well as contracts from third-party suppliers are high in comparison. Further analysis is being undertaken to fully explore the detail of the supplies and services costs. There will again be higher costs for contracts and services in London but the analysis should indicate where savings could be made. It will also ensure that the costs borne are similar in content to our peer group or whether we have City of London Corporation specific costs charged through the recharging model applicable across the whole corporation. In addition work is ongoing with City of London Procurement Services (CLPS) to explore cost savings in equipment and contract purchase. Early indications are that some cost savings can be realised and this will have a positive impact on the overall supplies and services costs.
10. The overall costs of premises also highlight an area where the Force total spend is high particularly in relation to our notional “peer group”. Yet again higher costs in London and City specific charges are a contributory factor. The accommodation programme that is currently in progress will reduce costs in the long term through consolidation of the Force estate and reduced running costs.

Population data for the City of London

11. With the Force established as an outlier in the HMIC VfM profiles, a key factor has always been the figure used for the notional population of the City of London. The 2013 figure used by HMIC was 317,000. In order to establish a more reflective population figure discussions took place with the City of London

Economic Development Office to ascertain the figures used for conducting research within the City. The working population uses the Office for National Statistics (ONS) Business Register and Employment Survey (BRES) as its reference and has total employment 392,400 as the headline figure. For the residential population, the 2011 Census figure of 7,400 is used. These two figures added together would give a notional figure in the region of 400,000. This figure and the rationale have been communicated to HMIC who indicate that they will revisit the population figure for the City of London for the 2015 VFM data collection. Previous analysis has shown that any significant increase has a significantly favourable result for the Force and highlights the sensitivity of the analysis to this figure.

Conclusion

12. The cost analysis indicates that the Force has an overall cost performance issue when compared with 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 Staff costs
 - Non staff costs
13. From the work completed in the review of our ACPO and Corporate Services functions indicates that the Force is cognisant of the cost savings to be made in this area. This along with the restructuring of our estate and the reviewing and consolidation of contracts and services will result in cost savings for the Force in these areas.
14. The spreadsheets supplied by Baker Tilly will be used for future VFM analysis and your committee will receive updates when the analysis is completed on an annual basis.
15. A major factor in the VFM analysis is the issue of the population figure allocated to the City of London. The discussion currently underway with HMIC may result in an increase to a more reflective figure. This will have a significantly favourable result for the Force in terms of per head of population comparisons with the average and our peer group.

Background Papers:

Pol 73/14 – December 2014 Performance and RM Sub Committee.

Pol 13/14 – February 2014 Performance and RM Sub Committee

Appendices

Value for Money Analysis

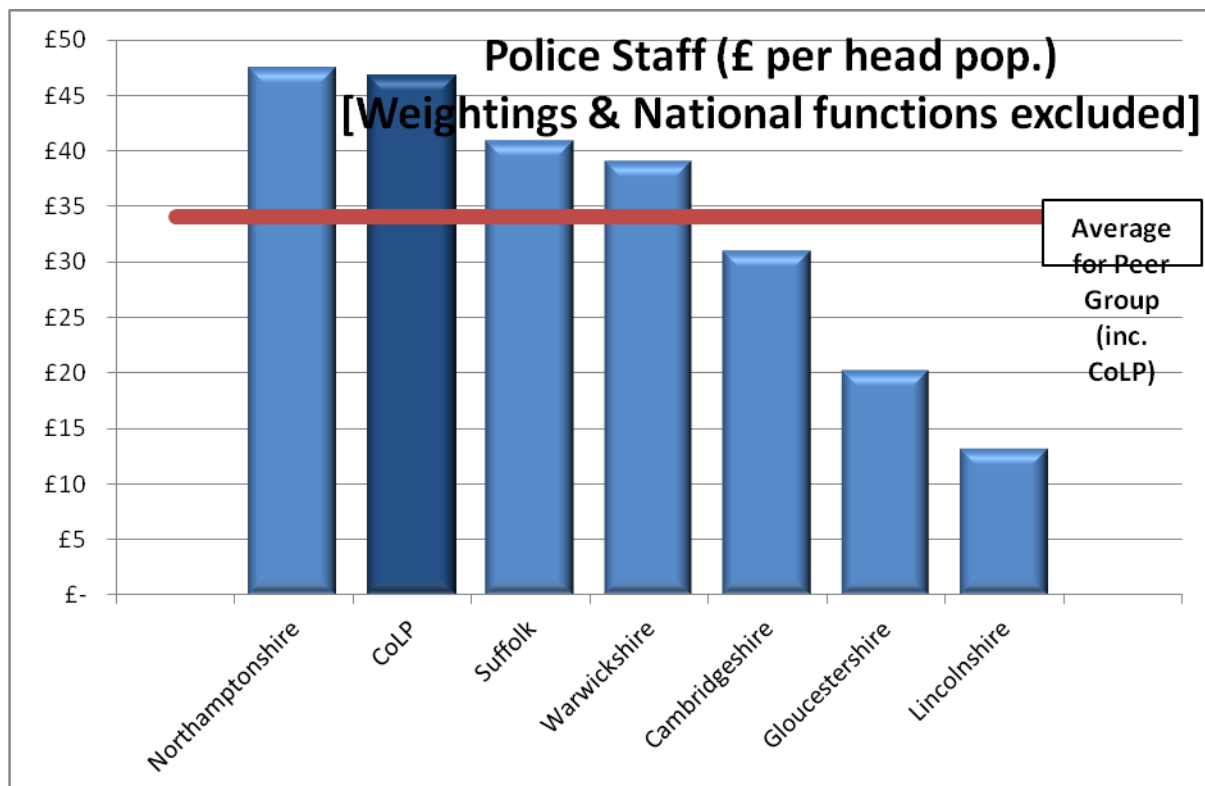
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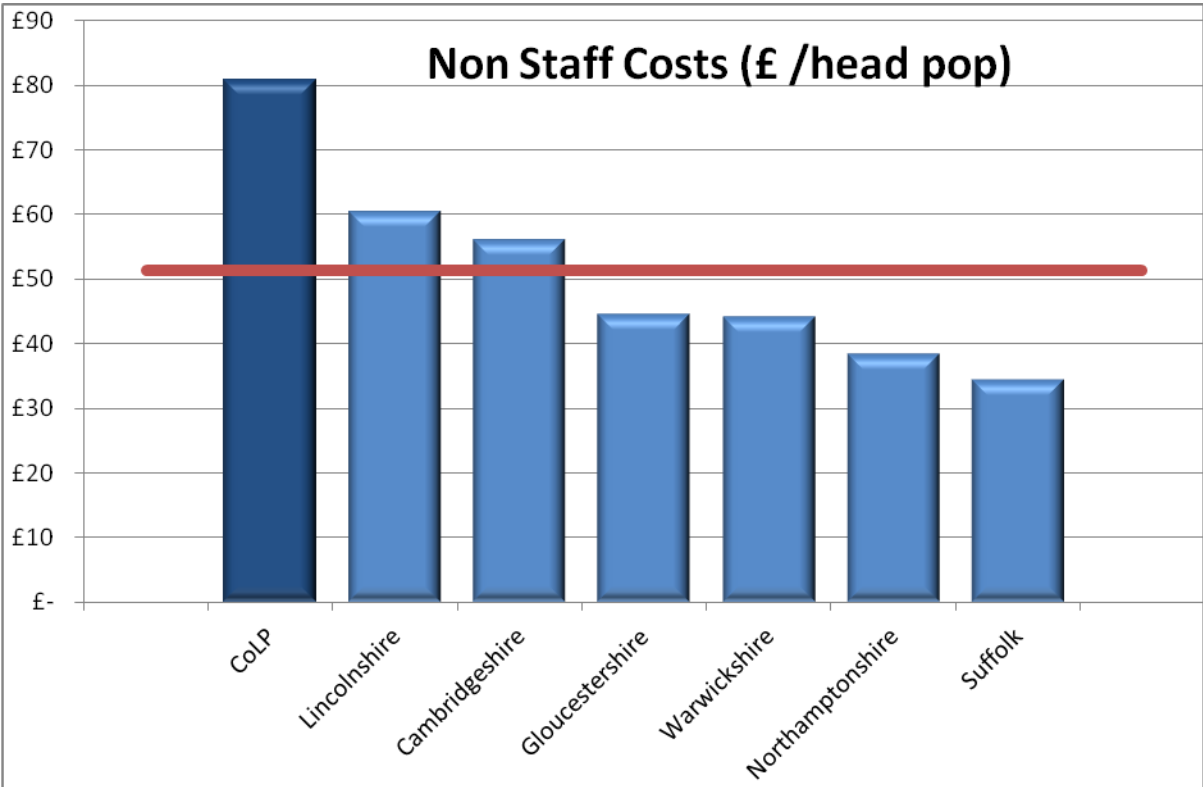
Chief Inspector Tony Cairney

020 7601 2098

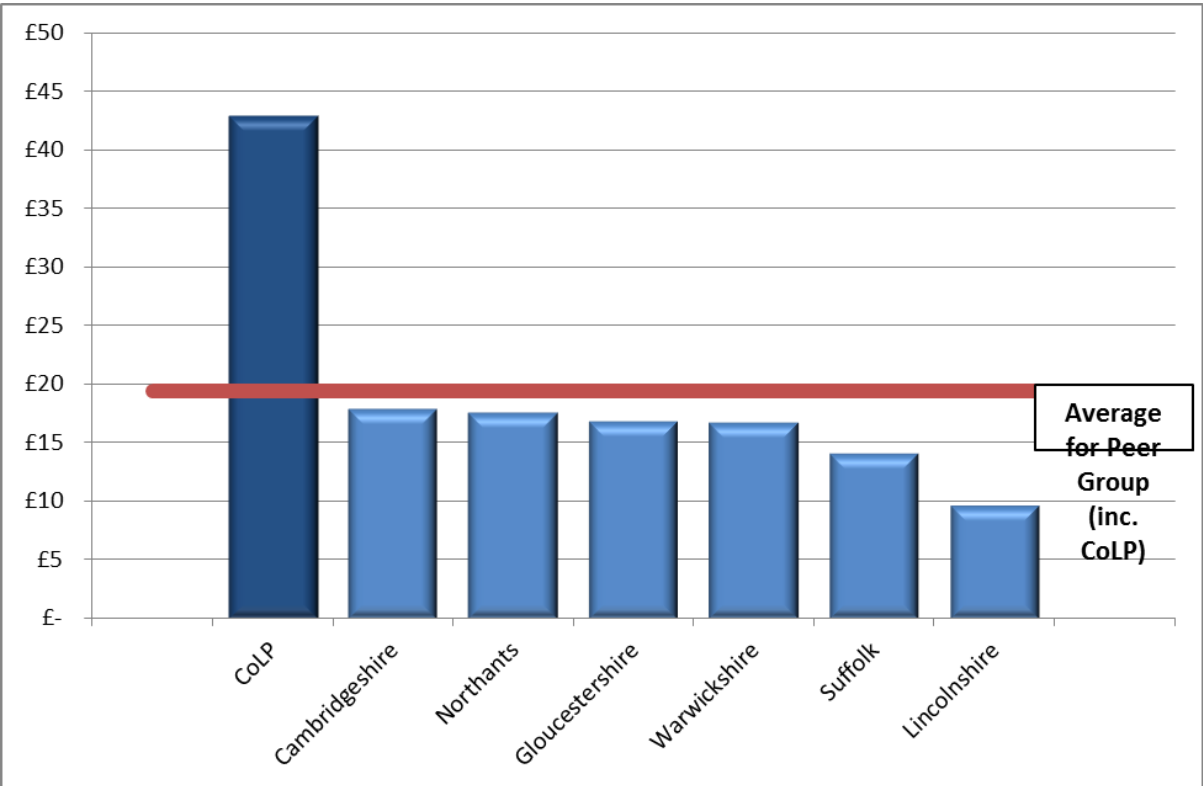
Tony.cairney@cityoflondon.police.uk

Appendix 1

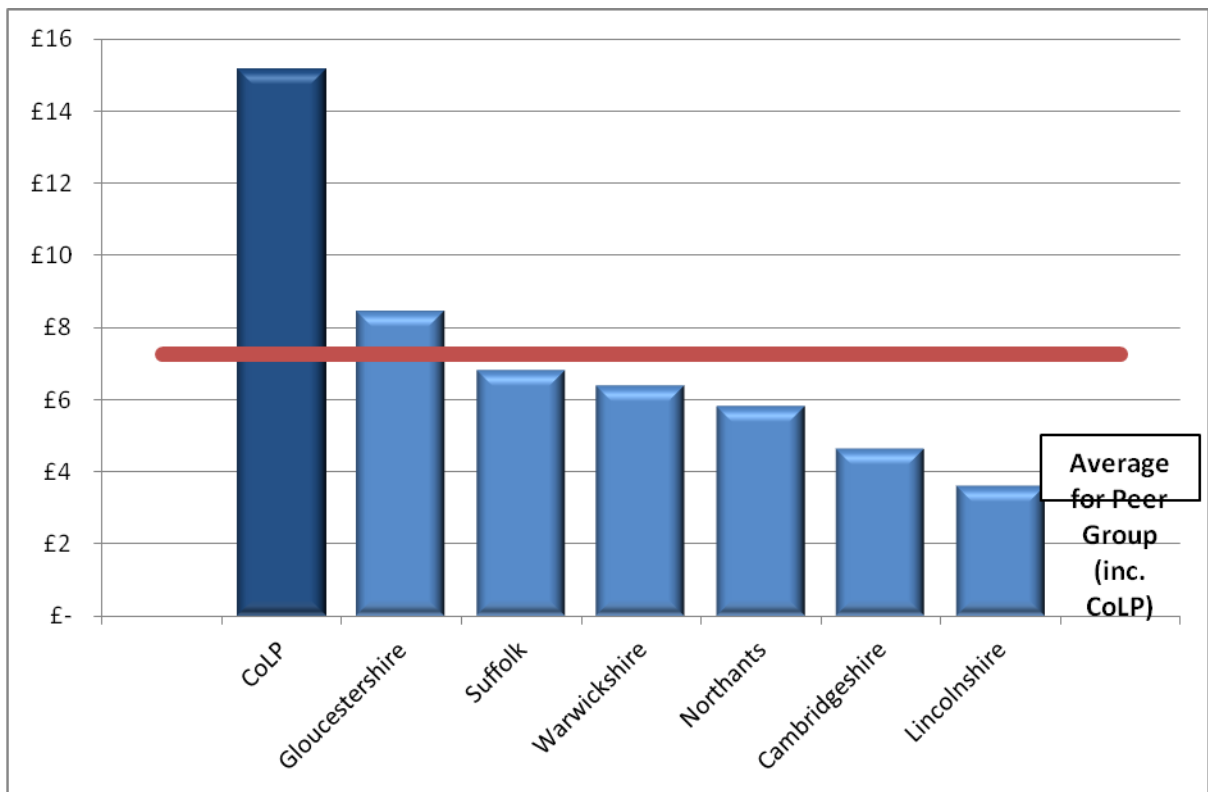




Non Staff Costs



Supplies and Services



Premises Costs

| | |
|---|-----------------------------|
| Committee: | Date: |
| Police Performance and Resources Sub-Committee | 18 th March 2015 |
| 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 November 2014 and March 2015 (Appendix 1). It also includes a schedule of planned work for 2015/16.

Good progress has been made in completion of the 2014/15 audit plan since the last report to your sub-committee in December 2014. One full review of Business Continuity has been fully completed; two remaining full assurance reviews of Police Officers' Overtime Claims and Business Continuity Management Systems have been completed to draft report stage; a mini-assurance review of Police Pensions has also been completed; two spot check reviews, Cash Income and Front Offices and Property Services have been completed, and fieldwork for a spot check review of Informant Funds has been completed. The remaining spot check review of Interpreters Fees will be completed by 17th April 2015 since fieldwork cannot be undertaken until 27th March 2015 at the request of the Force's Support Services office.

PBX (Business Telephone System) Fraud

There is a sound control environment with risks to system objectives being reasonably managed. Any deficiencies identified are not cause for major concern. Whilst the audit objectives were concerned with PBX fraud, during the course of the review a serious issue emerged regarding the PBX resilience. As a result we produced a second report on PBX Resilience (see below).

PBX Resilience

There is only one member of staff responsible for this area and while audit have been informed there is documentation to assist when that member of staff is not present, this represents a 'single point of failure'. In addition, there is no 'out of hours' support regarding both the Force's personnel and that of third party support/maintenance provider. Further, there is no remote access facility at any time regarding both staff and third parties.

Police Officers' Pensions

Sample testing of records and discussions with Pensions Office staff established that there are satisfactory controls over the calculation and payment of pensions

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

IT – Disaster Recovery (DR)

Discussions with the Force Chief Information Officer confirmed that limited formal DR procedures or facilities are in place.

This situation is recognised by the Force Chief Information Officer and the Force leadership and from the 1st of December 2014 the Force has contracted with Agilisys to provide a managed service for the majority of the IT Systems, excluding IL4 and above. The move to a managed service will implement significant changes to the Force IT Systems, including a resilient infrastructure and network, with associated formal processes to manage both daily activities and Disaster Recovery.

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 2014/15 reviews (Appendix 1). It also includes detail of the audit work planned for 2015/16, which has been approved by the Audit & Risk Committee. The level of audit resource has been maintained at existing levels.

Delivery of Internal Audit Work

2. Planned work for 2014/15 is almost completed, with one spot check of Interpreters Fees to be finished by 17th April 2015. One full review of Business Continuity has been fully completed; two remaining full assurance reviews of Police Officers' Overtime Claims and Business Continuity Management Systems have been completed to draft report stage; a mini-assurance review of Police Pensions has also been completed; two spot check reviews, Cash Income and Front Offices and Property Services have been completed, and fieldwork for a spot check review of Informant Funds has been completed.

2014/15 Planned Work

Full Assurance Reviews

PBX Fraud (Green Rating)

3. An assurance fact finding questionnaire was issued by Internal Audit. Discussions regarding the questionnaire were held with a number of individuals (i.e. the Forces IT Department Network Analyst and line Manager, the Force's Director of Information and the team leader from Agilisys Unified Communications Team). An assurance level of 'green' has been given but a number of recommendations have been made to reinforce the current position. The recommendations raised related to the following issues:
 - The PBX log is not comprehensively monitored on a daily basis.(Amber)
 - There is a lack of clarify on what security alerts third parties will provide. (Amber)
 - PBX fraud is not currently in the CoLP risk register. (Green)
 - An asset register/inventory of PBX equipment does not exist. (Green)
 - Much reliance is placed on the documentation including PBX infra structure and operation. The organisation of this could be improved. (Green)
 - Hardening¹ of all PBX related software should occur. (Green)
 - Regular consultation should take place with the third party suppliers (i.e. Daisy and Mitel). (Green)
4. The Commissioner agreed to implement all of these recommendations by December 2015.

| Recommendations | Red | Amber | Green | Total |
|------------------|-----|-------|-------|-------|
| Number Made: | 0 | 2 | 5 | 7 |
| Number Accepted: | 0 | 2 | 5 | 7 |

PBX Resilience (Red Rating)

5. There is only one member of staff responsible for this area and while audit have been informed there is documentation to assist when that member of staff is not present this represents a 'single point of failure'. In addition, there is no 'out of hours' support regarding both the Force's personnel and that of third party support/maintenance provider. Further, there is no remote access facility at any time regarding both staff and third parties.
6. These issues are known to the IT team and this has been the accepted position for many years. This could leave the Force in an exposed position

¹ Hardening is the process of securing an information system, e.g. changing default passwords, disabling dormant accounts.

(e.g. unable to take public telephone calls) should the PBX system fail. It is understood there are contingency measures including the Metropolitan Police facility at Croydon via CAD messages, however, it is not believed this position has been formally considered and signed off at the highest level.

7. These issues have been discussed with the Force and an Agilisys representative and it is hoped an appropriate resilience level can be achieved. It needs to be recognised, however, that the overall CoLP/Agilisys transition is planned over at least a six months period. The urgency of the situation needs to be determined and prioritised within that planned transition.
8. The recommendations raised relate to the following issues:
 - A single point of failure exists with regard to one member of staff being solely responsible for the PBX operation. (Red)
 - There is no PBX 'out of hours' cover regarding Force personnel. (Red)
 - Neither is there PBX 'out of hours' cover regarding third party maintenance and support. (Red)
 - In addition to a lack of 'out of hours' cover, there is no provision for remote access at any time. (Amber)
9. The Commissioner agreed to implement all of these recommendations by December 2015.

| Recommendations | Red | Amber | Green | Total |
|------------------------|------------|--------------|--------------|--------------|
| Number Made: | 3 | 1 | 0 | 4 |
| Number Accepted: | 3 | 1 | 0 | 4 |

IT – Disaster Recovery (Red Rating)

Our report to management offers conclusions based on the limited information available. These would indicate that there are absences or significant deficiencies across the 8 objectives of the review.

The timing of our review gives an insight into the position of the Force ICT DR prior to the managed service implementation. The remediation of risks to service and DR is a high priority for the managed service. This report makes only one recommendation, that CoL, CoLP and Agilisys consider the matter as critical and establish a plan to address these deficiencies as soon as possible. This has been agreed to be implemented by December 2015.

As a result of the 'red' assurance rating and delay in being able to fully implement all of the recommendations an interim follow up review has been agreed to take place by July 2015. This will provide an independent update for management on the progress being made to address the issues identified.

Mini-Assurance Review

Police Officers' Pensions (Green Assurance)

10. Sample testing of records and discussions with Pensions Office staff established that there are satisfactory controls over the calculation and payment of pensions. In addition, there are adequate supervisory checks performed on pension calculations, which are evidenced by signature. The Pensions Office receives monthly reports from a data matching bureau contracted to provide details of all pensioners registered deaths, which may not have been reported by executors. Life certificates are sent to overseas pensioners for completion, since details of registered deaths available from United Kingdom records. There were no recommendations made as a result of this review.

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

11. 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. The payment of invoices review established that the number of non-purchase orders raised by all City departments and institutional departments need to be reduced. The "NoPO/NoPay" initiative will be enforced from April 2015. A further review of Corporate Wide use of Temporary Staff has also been undertaken. This review revealed that there is widespread failure to comply with the City corporate contract for temporary staff arranged with Commensura. There are value for money, as well as, timesheet processing control issues related to the use of non-Commensura employment agencies. A recommendation has been made that a business case needs to be prepared for any use of non-Commensura agencies. This business case would need to be approved by senior management and the relevant HR business unit kept informed.

Implementation of Audit Recommendations

12. No follow-up work has been undertaken since the last update report. Any follow-up exercises undertaken concerning 2014/15 work will be reported during the course of 2015/16.

Internal Audit Planned Work 2015/16

13. Based on the risk assessment performed by the Internal Audit team it has been proposed that 85 days is provided to deliver internal audit reviews to the CoLP. This is the same number of days as proposed in last year's plan. Follow up reviews will be encompassed within the City's allocation of days to follow up. The following planned work related to the CoLP has been discussed with officers and was approved by the City's Audit & Risk Management Committee at their February 2015 meeting. Furthermore, strategic and corporate wide reviews may also include coverage of the CoLP activities.

| |
|--|
| Expenses (inc. Travel Expenses) |
| Business Travel Scheme |
| Police Office Allowances and Ad Hoc Payments |
| Police Supplies & Services Payments |
| Action Awareness Team |
| Governance and oversight of outsourcing (IT) |

Conclusion

1. Delivery of the 2014/15 internal audit programme is almost completed with one remaining spot check review to be completed by 19th April 2015. There have been some Red Rated recommendations made as a result of the PBX Fraud and Resilience review, as well as the which the Force is actively working to fully implement by December 2015. Other audit work undertaken during 2014/15 has not identified any significant control weaknesses.

Appendices

Appendix 1 Internal Audit Plan Schedule of Projects 2014/14

Chris Harris, Head of Audit and Risk Management

E: Chris.Harris@cityoflondon.gov.uk

Anna Simmonds, Senior Audit Manager

E: Anna.Simmonds@cityoflondon.gov.uk

Schedule of Internal Audit Projects 2014/15

| Full Reviews | | | | Recommendations | | | |
|---|--------------|---|---------------|-----------------|-------------|-------------|-------|
| Project | Planned Days | Planned/Actual 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 | 12 th March 2015 (Planned) | Draft Report | 1 | 3 | 0 | 4 |
| <p>PBX Fraud</p> <p>This is a real threat that can cost an organisation hundreds of thousands of pounds, indeed the CoL has been subject to such fraud.</p> <p>The risk of further fraud is judged as a possibility and with a potential significant impact, therefore Internal Audit have decided to undertake three assurance reviews concerning CoL/Agilisys (covering numerous PBXs), Barbican Centre and the City of London Police as per this review.</p> | 10 | 9 th February 2015 (Actual) | Completed | 0 | 2 | 5 | 7 |
| PBX Resilience | | | Completed | 3 | 1 | 0 | 4 |

| | | | | | | | |
|--|----|--|-----------|---|---|---|---|
| During the PBX fraud review, a significant finding relating to the resilience of the PBX system was identified and has been reported separately. | | | | | | | |
| IT – Disaster Recovery This review intended to benchmark the IT Disaster Recovery Plan against several criteria including ISO 22301 and any specific ACPO requirements. | 15 | 3 rd March 2015 (Actual) | Completed | 1 | 0 | 0 | 1 |
| IT – Business Continuity Management System The review is concerned exclusively with the Force's own internal Business Continuity Plan (including Disaster Recovery) not the Force's role as a Category 1 Responder under the Civil Contingencies Act. | | 31 st March 2015 (Planned) | Draft | 0 | 1 | 5 | 6 |

| 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 (Actual) | Completed | 0 | 0 | 0 | 0 |
| 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 March 2015 (Planned) | Fieldwork | - | - | - | - |
| 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 | 12 th February 2015 (Actual) | Completed | 0 | 0 | 0 | 0 |
| POLICE BANK ACCOUNTS This review will examine the maintenance of bank accounts opened for prisoners and proceeds of crime. | 5 | 30 th November 2014 (Actual) | Completed | 0 | 6 | 1 | 7 |

| Project | Planned Days | Planned Completion Date | Current Stage | Total Red | Total Amber | Total Green | Total |
|---------------------------|---------------------|---|----------------------|------------------|--------------------|--------------------|--------------|
| Spot Check Reviews | | | | | | | |
| CASH INCOME | 3 | 30 th January 2015 (Actual) | Completed | 0 | 0 | 4 | 4 |
| PROPERTY & FRONT OFFICES | 2 | 30 th January 2015 (Actual) | Completed | 0 | 0 | 0 | 0 |
| POLICE INTERPRETERS FEES | 5 | 31 st March 2015 | Not Started | - | - | - | - |