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Performance and Resource Management Sub (Police) Committee

Date: **TUESDAY, 31 MAY 2016**

Time: **11.30 am**

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

Members:

Deputy Douglas Barrow (Chairman)
Nicholas Bensted-Smith
Alderman Alison Gowman
Deputy James Thomson
Alderman Ian Luder
Kenneth Ludlam*

*This appointment is subject to the approval of the Audit & Risk Management Committee on 14 June 2016.

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Lunch will be served in Guildhall Club at the rising of the Committee
NB: Part of this meeting could be the subject of audio or video recording

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**
   To agree the public minutes and summary of the meeting held on 24 February 2016.

   For Decision
   (Pages 1 - 6)

4. **OUTSTANDING REFERENCES**
   Report of the Town Clerk

   For Information
   (Pages 7 - 8)

5. **INTERNAL AUDIT UPDATE REPORT**
   Report of the Chamberlain

   For Information
   (Pages 9 - 28)

6. **INSURANCE CLAIMS AND COSTS**
   Report of the Chamberlain.

   For Information
   (Pages 29 - 36)

7. **HMIC INSPECTION UPDATE**
   Report of the Commissioner of Police.

   For Information
   (Pages 37 - 80)

8. **4TH QUARTER PERFORMANCE AGAINST MEASURES SET OUT IN THE POLICING PLAN 2015-18**
   Report of the Commissioner of Police.

   For Information
   (Pages 81 - 112)

9. **CITY OF LONDON POLICE RISK REGISTER**
Report of the Commissioner of Police.

For Information
(Pages 113 - 124)

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

For Decision

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

For Decision

12. **EXCLUSION OF THE PUBLIC**

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

Part 2 - Non-Public Agenda

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

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

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PERFORMANCE AND RESOURCE MANAGEMENT SUB (POLICE) COMMITTEE

Wednesday, 24 February 2016

Minutes of the meeting of the Performance and Resource Management Sub (Police) Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 24 February 2016 at 1.45 pm

Present

Members:
Deputy Douglas Barrow (Chairman)
Kenneth Ludlam
Deputy James Thomson

In Attendance

Officers:

Oliver Bolton	-	Town Clerk's Department
Alex Orme	-	Town Clerk's Department
Chris Harris	-	Chamberlain's Department
Steve Telling	-	Chamberlain's Department
Amanda Thompson	-	Town Clerk's Department

City of London Police

Wayne Chance	-	Acting Commissioner
Stuart Phoenix	-	Strategic Development
Hayley Williams	-	Chief of Staff

1. **APOLOGIES**
Apologies for absence were received from Alderman Alison Gowman, Deputy Joyce Nash and Deputy Henry Pollard.

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 8 December 2015 be approved.

Matters Arising

5. HMIC Inspection Update – Workforce Model

Members were informed that the notes requested in relation to ROI's and the provision of mental health in custody had been circulated.

6. Internal Audit Update Report – Police Invoices on hold

To be added to the outstanding references.

4. **OUTSTANDING REFERENCES**

RESOLVED – That the list of outstanding references be noted.

4. The Chamberlain advised that a detailed response to this outstanding reference would be circulated within two weeks following clarification from the Chairman on exactly what was required.

5. **POLICING PLAN MEASURES 2016-17**

The Sub Committee received a report of the Commissioner of Police relating to the Policing Plan measures for 2016/17.

Members noted that at the Policing Plan workshop held in December 2015, it was agreed in principle to carry forward the current measures. This was proposed in the interests of consistency and being able to report meaningful trend information over the medium term. That proposal was also raised more formally at the January meeting of the Police Committee, where the plan was approved, subject to the approval of measures by the Sub Committee.

Members raised a number of comments in relation to the use of the word level instead of numbers, the number of surveys being undertaken as a measuring tool and how reliable these were, the need to target cyclists as well as motorists and whether or not 'narrative assessment' involved external scrutiny.

In response to a question from the Chair concerning a measure for rough sleepers, the Commissioner advised that this had not been raised as an issue of concern within the community. Rough sleepers also came under the responsibility of the local authority and not the Police.

The Sub-Committee also asked for the inclusion of a measure for victims of anti-social behaviour, and agreed to revisit and review the measure for Cybercrime after 6 months.

RESOLVED - That the report be noted and the measures approved.

6. **HMIC INSPECTION UPDATE**

The Committee received a report of the Commissioner of Police which provided 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.

The Commissioner reported that progress had been made in most areas with the exception of those where they were still waiting for a national indicator to compare against.

During the discussion members questioned the status of a number of ‘amber’ indicators which clearly should have been ‘red’ as they had not yet been implemented, as well as the scheduling of a number of ‘due dates’ which had already passed. The Chairman also asked if in future the summary could also include which recommendations were outstanding or overdue.

In response to a question concerning the outcomes for children who had been in police custody the Commissioner advised that the number passing through the City Police was extremely low – one a month would be considered high. The Commissioner further advised that the Public Protection Unit were working with City Youth Services to establish if they could help gain an understanding of the experiences of children in custody in the City.

RESOLVED – That the report be noted.

7. **3RD QUARTER PERFORMANCE AGAINST MEASURES SET OUT IN THE POLICING PLAN 2015-18**

The Sub-Committee received a report of the Commissioner of Police summarising Force performance against the measures in the Policing Plan 2015-18 for the period 1st April 2015 – 31st December 2015 and including a broad overview of wider Force performance.

The Chairman questioned the definition of trends described as ‘Stable’ which gave no indication of whether the position was a stable good or bad, and suggested that these be amended to give a more accurate description.

In respect of Measure 2 - the level of community confidence that the City of London is protected from terrorism – Members expressed concern that that this had decreased from 72.2% to 62%.

The Commissioner advised that the third quarter survey had taken place almost immediately after the terrorist attacks in Paris. Those respondents who registered low confidence and who left contact details were subsequently contacted by the Force to gain a better understanding of why they lacked confidence that the City is protected from terrorism. The results were consistent with previous quarters with many citing factors that were outside of the Force’s control.

The Commissioner further advised that a second question was also posed for the quarter three asking whether people feel reassured by the work done by the City of London Police to protect the City of London from terrorism. That response to that question was very different, with 89.4% of respondents saying they felt reassured.

In response to a question concerning Measure 6 and the levels of victim based violent crime which continued to increase, the Commissioner reported that this was entirely comparable to the rest of London and the UK and the Force continued to deploy targeted operations based on intelligence. The

Commissioner also assured the Sub-Committee that this would remain a priority area at the Performance Management Group.

RESOLVED – That the report be noted.

8. **INTERNAL AUDIT UPDATE REPORT**

The Sub-Committee received a report of the Head of Internal Audit and Risk Management updating on the work of Internal Audit that had been undertaken for the City of London Police since the last report to the committee in December 2015.

The Sub-Committee was informed that work on the 2015-16 planned internal audit plan, which included eight full reviews and two grant claim verifications, was nearing completion.

In response to a question concerning why the number of days allocated for each review was not given as it had been in previous years, the Head of Internal Audit and Risk advised that this was not always helpful as reviews could overrun, or more likely be completed early, and it was necessary to try and allocate the appropriate number of hours to each audit.

In response to a further question concerning whether the work would be completed by 31 March 2016, Members noted that resources were now in place to achieve this.

RESOLVED – That the report be noted.

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

There were no questions.

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

There were no items of urgent business.

11. **EXCLUSION OF THE PUBLIC**

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

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

13. **NON PUBLIC MINUTE**

RESOLVED – That the non-public minute of the meeting held on 24 February 2016 be approved.

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

The meeting ended at 3.10 pm

Chairman

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PEFORMANCE AND RESOURCE MANAGEMENT SUB (POLICE) COMMITTEE

OUTSTANDING REFERENCES

No.	Meeting Date & Reference	Action	Owner	Status
1.	24/2/2015 Minutes of previous meeting 8. Internal Audit Update	Police Invoices on Hold The HoIA advised that he was awaiting confirmation regarding the implementation of recommendations and this would be confirmed following the meeting.	Head of Internal Audit	Outstanding
2.	08/12/2015 Item 12 24/2/2015 Item 4	The Sub-Committee queried the net cost for the force and how this affected the budget and it was agreed to circulate a briefing note to Members on this. The Director of Financial Services agreed to raise matters relating to insurance with the Insurance team. The Sub-Committee gave further clarification on what was required, namely the cost of insurance claims which had increased, what the insurance arrangements were and if there was any impact on premiums. Also details of the claims received/settled in a given period, the impact on the budget and what can be done to reduce costs.	Chamberlain	An update will be provided at the meeting. The Chamberlain advised that a detailed response to this outstanding reference would be circulated within two weeks.
3.	**24/2/2015** Item 5 Policing Plan Measures 2016-17	The Sub-Committee also asked for the inclusion of a measure for victims of anti-social behaviour, and agreed to revisit and review the measure for Cybercrime after 6 months	Police	September 2016

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Committee(s)	Dated:
Performance and Resources Sub (Police) Committee	31 May 2016
Subject: Internal Audit Update Report	**Public**
Report of: The Chamberlain	**For Information**
Report author: Pat Stothard, Head of Audit and Risk Management Jeremy Mullins, Audit Manager	

Summary

The purpose of this report is to provide the Committee with an update on the work of Internal Audit that has been undertaken for the City of London Police since the last report in February 2016.

Work on the City of London Police 2015-16 planned internal audits is being completed; nine full reviews and one brought forward from 2014/15 have been completed to a minimum of draft report stage. Five audits are complete, two are at final report stage and three are at draft stage.

The audits currently in draft are due to be finalised by early June following the agreed four week response period for management responses. There has been some delay in responses from the City Police, which has resulted in reports remaining at draft stage longer than anticipated. This issue is being addressed with the Force by ensuring that all draft report recipients are included within the exit meetings, so that early "buy in" to recommendations can be achieved.

Internal audit undertook seven corporate reviews within 2015-16. There were two of these reviews that generated recommendations which impact on the City Police: Insolvency Procedures and Main Accounting.

There are currently two 2015-16 audits to date and one 2014-15 audit which have been given a Red assurance level. It should, however, be noted that recommendations made for improvements in respect of the PBX Resilience and Disaster Recovery have been implemented for areas of weakness identified.

Work has started on the 2016-17 planned internal audit work; there are seven full reviews included in the plan and fieldwork on three of these reviews is now underway.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Internal Audit work 2015-16

1. There were a total of 112 audit days performed for the City Police during the financial year 2015-16. This included one audit which had been carried forward from 2014-15, as well as 2015-16 planned work (Appendix 1).

2. Ten full assurance reviews were undertaken during the year; seven of which have been completed to final stage. Three reports are currently in draft and are due to be finalised by early June following the agreed four week response period for management responses. Internal audit work since February 2016 has resulted two Red assurance opinion ratings in respect of: Interim Follow Up of PBX Resilience and Disaster Recovery; and Police Supplies and Services & Third Party Payments Two Amber assurance opinions ratings were made in respect of: Gifts and Hospitality; and Interpreters Fees.

3. There were a total of 21 recommendations made in the audits finalised in 2015-16 which have been analysed as follows:

Audit	**Assurance Opinion**	**Recommendations**			
		Red	**Amber**	**Green**	**Total**
Gifts and Hospitality	Amber	-	3	1	4
Interpreters Fees	Amber	-	1	1	2
Invoices on Hold	Red	3	1	-	4
Interim Follow Up of PBX Resilience and Disaster Recovery	Red	4	1	-	5
Police Supplies and Services & Third Party Payments	Red	1	2	3	6
Total		**8**	**8**	**5**	**21**

4. All recommendations were agreed with Management. These recommendations will be followed up in the coming month and the outcomes will be reported to the next meeting of the Sub-Committee.

5. The following reviews have been finalised since the last update report to your committee in February 2016.

Internal Audit work 2014-15

<u>Invoices on Hold</u> (Assurance Level RED)

1. Comensura, the City Corporate supplier for temporary staff, had not been used for the appointment of a temporary Project Manager Economic Crime Unit (ECU). This resulted in an absence of important benefits which could potentially have been useful to the ECU in reducing costs, authorising payments and controlling rates of pay.

2. No orders had been raised for any "invoices on hold", including those for Morgan Law; these payments also required approval via the waiver process (Financial Regulation Part 2 Section 9.1) because there was insufficient budget available to fund the appointment. The consultant had also been signing his own timesheets, but when he was told not to do this on 31st March 2015 he had ceased.

3. Invoices on hold for Morgan Law totalled £80,547.60 and legal proceedings against the City were started for payment of this outstanding debt. After the intervention of the City Solicitor and the approval of a waiver by the Chamberlain, the debt was paid in full and legal action averted.

4. At the 10th February 2015, there were invoices on hold to the total value in the region of £1.3 million. None of the invoices had purchase orders and some of the suppliers were for goods and services that it would appear should have been straightforward to confirm receipt. For example, catering, or regular payments for the archiving of records.

5. There was a failure to monitor invoices on hold and to resolve the reasons for these holds in a timely fashion. No specific reason for this failure was identified, other than an absence of supervision exercised by the Head of Finance to ensure that all invoices on hold were cleared as soon as possible. There was also a related failure in budget monitoring. The budget holder should, however, have been checking the budget and noticed that no payment was made for the services of the Morgan Law consultant.

6. An incorrect rate of pay had been paid to the consultant since November 2014. The Police HR officer should have liaised with Morgan Law to ensure that the reduction was made. As a consequence the ECD paid £21,000 more than they anticipated for the period 1st November 2014 to 30th January 2015.

Internal Audit Plan 2015-16

Police Supplies and Services, Including Third Party Payments (30 days) RED Limited Assurance

7. Whilst there are contracts in place which are being used, Internal Audit was unable to clearly determine the terms under which some procurement

arrangements were agreed, as contract paperwork has not been made available and some appeared to be out of date.

a. 15 suppliers were used for the procurement of new police officer uniforms under a two-year agreement. There was no contractual documentation supporting these arrangements. Current spend was perceived as a breach of OEJU procurement rules.

b. Hospitality catering was being procured on a procurement card basis. This resulted in paying non-negotiated prices and could result in poor value for money.

c. There is evidence to suggest that the existing Police vehicle fleet was not being fully utilised, whilst spending was incurred under the existing contract with Enterprise vehicle hire on hire vehicles.

d. There was no contract in place for professional services. Some 76 suppliers have been used in the current financial year. An absence of rationalisation of this type of expenditure could lead to poor value for money, as well as, a lack of transparency for procurement of these services.

Corporate Reviews 2015-16

6. There were two corporate reviews where recommendations have an impact on the City Police. A schedule of all corporate reviews in the 2015-16 internal audit plan are contained in Appendix 3.

   - Insolvency procedures – there was a lack of documented guidance; and, insufficient information recorded on CBIS.

   - Main accounting - not all departments sampled took a structured approach to monitoring meetings or kept a record of month-end discussions.

Internal Audit Plan 2016-17

7. Three reviews included within the 2016-17 internal audit plan have progressed to fieldwork stage: Standard Operating Procedures; the International Fraud Academy; and Community Consultation. A schedule of work and the planned date for completion isincluded within Appendix 2.

Conclusion

8. Work is nearing completion on the 2015-16 internal audit plan. There were nine reviews included in the plan, five of these have been fully completed, one review is currently completed to Final report stage and draft reports for consultation have been issued for the remaining three reviews. A further review carried forward from 2014-15 was also completed. Three reviews were given a RED limited assurance rating: Invoices on Hold (2014-15); Interim Follow Up of PBX

Resilience and Disaster Recovery (2015-16); and Supplies and Services (2015-16). Recommendations for improving controls have now been implemented.

9. There have been two corporate reviews undertaken by Internal Audit where recommendations that impact on the City police have been made: Insolvency Procedures (Liquidations); and Main Accounting. Action to improve controls and processes will be implemented by 30th June 2016.

10. The 2016-17 internal audit plan is now underway and the fieldwork is in progress for three reviews.

Appendices

- Appendix 1 – Schedule of Internal Audit Planned Work 2015-16
- Appendix 2 – Corporate Reviews – Schedule of Internal Audit Work 2015-16
- Appendix 3 – Schedule of Internal Audit Planned Work 2016-17

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Appendix 1

City Police - Schedule of Internal Audit Projects 2015-16

Full Reviews					**Recommendations**			
Project	**Planned Days**	**Planned Completion Date**	**Current Stage**	**Assurance Rating**	**Total Red**	**Total Amber**	**Total Green**	**Tot al**
Gifts and Hospitality At the request of Committee this review has been included. This review will look to ensure compliance with the Gifts, Hospitality and Conflicts of Interest policy.	6	31st December 2015	Completed	Amber	-	3	1	4
Interpreters Fees This review was carried forward from the 2014-15 plan as review could not be accommodated until May 2015. This review is a spot check to determine whether a sample of claims has been paid in accordance with the correct scheme, for the correct amount and correctly checked and authorised.	5	31st December 2015	Completed	Amber	-	1	1	2

Full Reviews					Recommendations			
Project	**Planned Days**	**Planned Completion Date**	**Current Stage**	**Assurance Rating**	**Total Red**	**Total Amber**	**Total Green**	**Tot al**
Interim Follow Up of PBX Resilience and Disaster Recovery A follow up review was requested by management of the PBX Resilience review due to the red assurance opinion and that the recommendations could not be fully implemented until December 2015. Consequently, the same was requested by the City of London Audit & Risk Management Committee of the Disaster Recovery review.	6	31st January 2016 (Actual)	Completed	Red	4	1	-	5
European Commission Grant Verification Requested verification of the European Commission grant claim in accordance with the requirements of the grant.	5	31st July 2015 (Actual)	Completed	Green	-	-	-	-
EU Grant Funding – Cross Border Bribery Task Force Requested verification of the European Commission grant claim in accordance with the requirements of the grant.	5	31st December 2015 (Actual)	Completed	Green	-	-	-	-

Full Reviews				Assurance Rating	Recommendations			
Project	**Planned Days**	**Planned Completion Date**	**Current Stage**		**Total Red**	**Total Amber**	**Total Green**	**Tot al**
Police Supplies and Services & Third Party Payments An extensive analysis of payments that are posted to supplies and services, and third party payments will be undertaken. Expenditure will be challenged on the basis of: need; alternative solutions; more efficient methods of procurement.	30	29th March 2016 (Actual)	Final Report	Red	1	2	3	6
Police Officers' Allowances and Ad Hoc Payments Payments to police officers in accordance with agreed allowances via the police payroll will be sample tested for compliance.	10	4th May 2016 (Actual)	Draft Report					
Police Use of Procurement Cards Probity testing of a sample of transactions made by police officers utilising procurement cards.	20	14th April 2016 (Actual)	Draft Report					

Full Reviews				Assurance Rating	Recommendations			
Project	**Planned Days**	**Planned Completion Date**	**Current Stage**		**Total Red**	**Total Amber**	**Total Green**	**Tot al**
Police Officers' Use of Fuel Cards Probity testing of a sample of transactions made by police officers utilising fuel cards.	20	6th May 2016	Draft Report					
Expenses (including Travel Expenses) Replaced with Procurement Cards	0	Deleted from plan			-	-	-	-
Business Travel Scheme Replaced with Procurement Cards	0	Deleted from plan			-	-	-	-
Police IT Governance and Oversight of Outsourcing Subject to Chamberlain's Dept. internal audit IT coverage. Replaced with European Union grant fund reviews	0	Deleted from plan						
Police Action Awareness Team Replaced with Fuel Cards	0	Carried forward to 2016-17						

Appendix 2

Corporate Reviews – Internal Audit Plan 2015-16

AUDIT REVIEW	MAN DAYS	PROGRESS	ASSURANCE RATING	OBJECTIVES	RECOMMENDATIONS			
					RED	AMBER	GREEN	TOTAL
Petty Cash	15	Final Report	Amber	A corporate wide substantive testing review of a sample of claims processed from larger and more frequently used petty cash imprests.	-	5	1	6

Key Conclusions	Management Comments
1. This review revealed some significant weaknesses in the corporate management of Petty Cash Imprest Accounts. • Not all imprest holders have been submitting year end statements to the Financial Services Division. • FSD (Unit 1) do not maintain a record of bank accounts and credit limits for the imprest accounts. • The bank mandates for some imprest accounts include former staff and have not been updated to include current staff responsible for the administration of these funds. • Bank accounts were identified which are no longer used, or for departments and services no longer in existence. • FSD monitoring of the submission of information from imprest account holders or asking for clarification where differences between corporate and local records exists, could not be evidenced. • Examination of a limited sample of imprest accounts revealed some non-compliance with Financial Regulations, for instance, an absence of separation of duties and failure to adequately maintain supporting vouchers**.**	The number of imprest accounts needs to be reduced. Our intention is to remove them unless there is a valid business reason for having them. IPG have agreed in principle to the removal of small imprest accounts. (Implementation Date: 30th September 2016). Corporate Finance will design an improved form that people can email. Developing an automatic control of this would not be cost effective and it is not a high priority for development. The responsibility to reconcile the certificates to CBW should remain with the service finance units. (Implementation Date: 30th September 2016). All unused bank accounts will be investigated and closed with immediate effect.

	Management Comments For all Lloyds accounts there is an "overarching" list of signatories For individual departments, it is their responsibility to ensure the list of signatories is up to date. Heads if Finance will confirm these have been reviewed. (Implementation Date: 30th April 2016) Staff training requirements re. petty cash have been referred to Superintendent of Billingsgate Market. (Implemented) Payments and Support Services implemented a process change before the audit report was published to address the find/weakness raised. Imprest account reimbursements are now authorised by either the Support Services Team Leader or Head of Payments & Support Services. (Implemented)

AUDIT REVIEW	MAN DAYS	PROGRESS	ASSURANCE RATING	OBJECTIVES	RECOMMENDATIONS			
Cash income Collection and Banking	20	Final Report	Amber	A corporate wide substantive testing review of a sample of cash income transactions are banked intact.	**RED** .	**AMBER** 5	**GREEN** 1	**TOTAL** 6
Key Conclusions					**Management Comments**			
Based on sample testing performed there is a high level of adherence to the controls set out in Financial Regulation (Part 1) section 8 - Income and Banking Arrangements. Variations in approach were noted between the eight sites examined, according to the nature of operations and the value of income, as well as differing amounts of documented guidance to staff. Recommendations have been made to strengthen control in some areas and to accord with good practice, as well as improving the quality of central management information related to departments collecting cash income and amounts captured on the departmental banking system.					All recommendations are accepted and agreed to be implemented by 31st April 2016.			

AUDIT REVIEW	MAN DAYS	PROGRESS	ASSURANCE RATING	OBJECTIVES	RECOMMENDATIONS			
Liquidations	15	Final Report	Amber	A review to ensure that the impact of risks relating to contractor and consultant liquidations are minimised	**RED**	**AMBER**	**GREEN**	**TOTAL**
					-	3	-	3

Key Conclusions	**Management Comments**
There is currently a lack of detailed corporate guidance for officers to help co-ordinate their efforts when dealing with insolvencies. In addition, there is insufficient information being recorded on CBIS when a supplier's status is changed to inactive as a result of insolvency. It is also currently uncertain which departmental team is responsible for the reconciliation of outstanding amounts owed to and from insolvent firms. We consider that given the current structure of the City Procurement Team, its responsibility in maintaining a corporate contracts register, and its ability to speedily identify those contracts and framework agreements in which particular firms are employed, this function would be best placed within City Procurement.	The recommendations are noted and will be actioned by the City Procurement Business Enablement team who will review the now out of date guidance, refresh it making sure it is widely consulted with appropriate areas of the Corporation (including Comptrollers) and provide new up to date guidance. Once this new process guidance is complete and approved, City Procurement will edit the City Procurement Code 2015 to make reference to the new guidance and processes.

AUDIT REVIEW	MAN DAYS	PROGRESS	ASSURANCE RATING	OBJECTIVES	RECOMMENDATIONS			
Main Accounting	20	Final Report	Green	An assessment of the City's financial management systems in respect of financial reporting.	**RED** -	**AMBER** -	**GREEN** 1	**TOTAL** 1
Key Conclusions					**Management Comments**			
From a sample of departmental application of the CBIS main accounting system is was concluded that there is adequate controls in place and central guidance from Financial Services Division is being adhered to. It was, however noted that not all departments sampled take a structured approach to monitoring meetings or keep record of month-end discussions.					Some budget managers have more complex areas than others. Therefore, a minimum level of areas for discussing would be better. The conversation and level of engagement is more important in the business partner relationship. This will be implemented by April 2016.			

AUDIT REVIEW	MAN DAYS	PROGRESS	ASSURANCE RATING	OBJECTIVES	RECOMMENDATIONS			
Corporate Procurement	15	Draft Report		A corporate wide substantive testing review of a sample of purchase transactions via various methods, e.g. purchase orders, procurement cards and expense claims to ensure compliance with corporate procurement rules and corporate contracts are used where appropriate. Excluded from the review: tendering processes, supply chain management and contract monitoring.	**RED**	**AMBER**	**GREEN**	**TOTAL**
Key Conclusions					**Management Comments**			

AUDIT REVIEW	MAN DAYS	PROGRESS	ASSURANCE RATING	OBJECTIVES	RECOMMENDATIONS			
Expenses	15	Draft Report (Awaiting Overdue Response)		A corporate wide substantive testing review of a sample of expense and travel claims made by those members, officers and staff who claim the most in terms of value and volume.				
Key Conclusions					**Management Comments**			

AUDIT REVIEW	MAN DAYS	PROGRESS	ASSURANCE RATING	OBJECTIVES	RECOMMENDATIONS			
Pre-Contract Appraisal	15	Draft Report		A review to ensure that a robust approach exists over the decision to proceed with projects.				
Key Conclusions					**Management Comments**			

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Appendix 3

City Police - Schedule of Internal Audit Projects 2016-17

Full Reviews				**Recommendations**			
Project	**Planned Days**	**Planned Completion Date**	**Current Stage**	**Total Red**	**Total Amber**	**Total Green**	**Total**
Standard Operating Procedures The Force's process of ensuring that SOPs remain relevant and are reviewed and updated as necessary will be examined.	15	30th June 2016	Fieldwork				
Budget Monitoring The City Police's monitoring processes for ensuring that the overall budget is managed during the year.	20	31st December 2016	Not started				
International Fraud Academy The financial performance of the Academy will be examined, together with the viability of the service comparing costs to income.	5	30th June 2016	Fieldwork				
Community Consultation The process for community consultation for input to the policing priorities will be reviewed.	5	30th June 2016	Fieldwork				

Full Reviews				**Recommendations**			
Project	**Planned Days**	**Planned Completion Date**	**Current Stage**	**Total Red**	**Total Amber**	**Total Green**	**Total**
Grants Audit The Force's compliance with grant terms and conditions will be undertaken for certification purposes as and when requested.	5	31st December 2016	Not Started				
Governance Framework and Performance Measures The Force's governance framework will be reviewed for effectiveness A sample of reported measures will also be compared for accuracy to supporting documentation.	15	31st March 2017	Not started				
Income Streams and Generation The Force's approach to increasing sources of income and new streams will be examined.	20	31st March 2017	Not started				

Committee **Performance and Resource Management Sub (Police)**	Dated: **31 May 2016**
Subject: **Insurance Claims and Costs**	**Public**
Report of: **The Chamberlain**	**For Information**
Report author: **Stephen Telling**	

Summary

Following an Internal Audit review of insurance claims relating to the City of London Police, further information was requested on claims history and the costs being borne by the Police budget. This report indicates that:

- based on the six year period 2010/11 to 2015/16 the average annual costs for liability (public, employers, professional indemnity, libel and slander) and motor claims are £125,000 and £85,000 respectively when analysed by date of occurrence, with the average annual number of claims being 17 and 100 respectively. Over this same period the trend in the annual costs of both liability and motor claims is downwards;
- the average annual charges made to the Police revenue budget for excesses and premiums are £352,000 and £97,000 for liability and motor claims respectively. There is also a downward trend in these charges over the period reflecting the improving claims experience;
- since 2012 policy excesses for any one claim have been £1m and £50,000 for liability and motor respectively. Most claims are therefore settled below the excesses and, consequently, there is a large element of self-insurance, with the policies providing cover for the more significant or catastrophic claims;
- the costs of excesses and premiums for liability claims/risks are apportioned across the City Corporation's various activities (Police and Non-Police) on the basis of employee numbers so that no one activity bears the cost of exceptional claims in any given year. The claims history of the City Police will not therefore have a direct bearing on the charges it receives; and
- excesses and premiums for motor claims/risks are separately identified for the City Police and therefore any measures that the City Police can introduce, or improve, to reduce claims should result in lower charges against the Police revenue budget.

Recommendation

Members are asked to note the report.

Main Report

Background

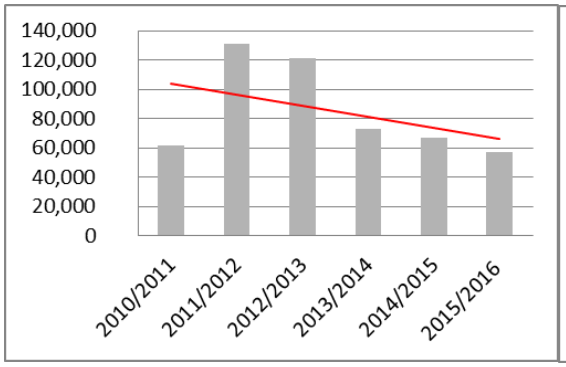
1. Following the consideration of a report from the Head of Internal Audit and Risk Management on 'City of London Police Claims (Civil Claims (including Motor Claims) and Claims for Judicial Review)' at the Sub-Committee meeting on 8 December, additional information was requested on insurance claims history and costs being borne by the Police budget.

Police Insurance Claims History

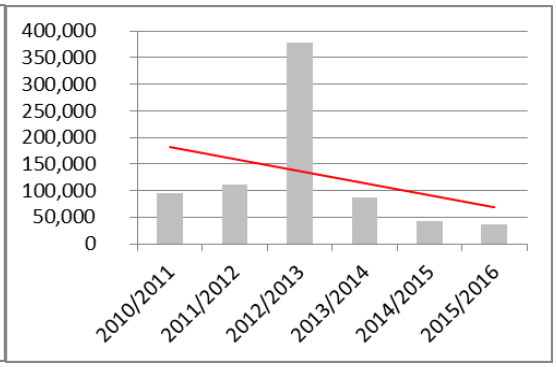
2. Appendices 1 and 2 summarise insurance 'liability' claims (public, employers, professional indemnity and libel and slander) and 'motor' claims respectively for the years 2010/11 to 2015/16 (as at 28 February 2016). The insurance database enables claims to be analysed in different ways and each of the appendices includes financial tables and bar charts (with trend lines) based on:
   - date of occurrence (average of 17 annual liability claims costing £125,000 a year, and an average of 100 annual motor claims costing £85,000 a year);
   - date of notification (average of 18 annual liability claims costing £153,000 a year, and an average of 101 annual motor claims costing £86,000 a year); and
   - solely by payments made (annual averages of £225,000 and £93,000 for liability and motor claims respectively).
3. For both types of risks there is a downward trend in the cost of claims when analysed by date of occurrence and date of notification. Graphs for the former are set out below whilst those relating to notification date are included in the appendices - but follow a similar trend.

Police Claims (£s) by Year of Occurrence

Motor



Liability



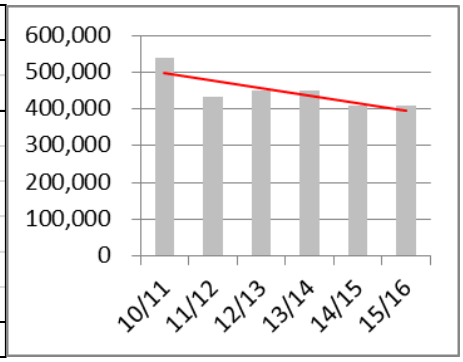
4. In contrast, the trend is upwards when costs are analysed solely by the annual payments made in each financial year. However, this is not a like for like comparison with the analyses by date of occurrence/notification as some of the payments relate to claims that occurred before the start of the 2010/11 reference

period. Although an estimated reserve is placed against each claim in the insurance system, the City's general accounting practice is to recognise the cost of claims as they are settled.

Amounts Charged to the City Police

5. For liability insurance the City Corporation holds corporate policies. For motor insurance there is one policy but, because Police vehicles are less attractive to the insurance market, the current insurer Zurich Municipal applies differential rates. The insurance premiums are paid at the beginning of the policy year but the claims relating to those policies may be notified and/or settled many years later.
6. Since 2012 policy excesses for any one claim have been £1m and £50,000 for liability and motor respectively. Most claims are therefore settled below the excesses and, consequently, the costs are borne directly by the City Corporation/City Police rather than by insurers. Consequently, there is a large element of self-insurance, with the policies providing cover for the more significant or catastrophic claims.
7. The costs of settling liability claims that are below the policy excesses are initially charged to a central account. This account also initially pays for the cost of premiums for corporate liability policies (i.e. cover for claims above the excesses). These costs are then apportioned across the City Corporation's various activities (Police and Non-Police) on the basis of employee numbers. This sharing of risks and costs is common practice in large organisations so that no one activity bears the cost of exceptional claims in any given year.
8. With motor risks, the insurer bills the premiums separately for Police and Non-Police. Consequently, the Police element is charged directly to the Police. The cost of repairing damage to Police vehicles and third party claims is also charged directly to the Police (i.e. for costs below the policy excesses).
9. The table below sets out the premiums and excesses charged to the Police account.

	Premiums and Excesses		
Year	Motor	Liability	Total
	£	£	£
10/11	88,245	450,529	538,774
11/12	95,936	335,590	431,526
12/13	114,034	334,902	448,936
13/14	119,479	329,339	448,818
14/15	63,629	344,468	408,097
15/16	92,612	316,664	409,276
Total	573,935	2,111,492	2,685,427



10. The downward trend is consistent with the cost of claims when analysed by date of occurrence and date of notification as set out in paragraph 3 above. It indicates that any measures the City Police can introduce, or improve, to reduce claims should result in lower charges against the Police revenue budget.

Appendices

- Appendix 1 - Analysis of liability claims
- Appendix 2 - Analysis of motor claims

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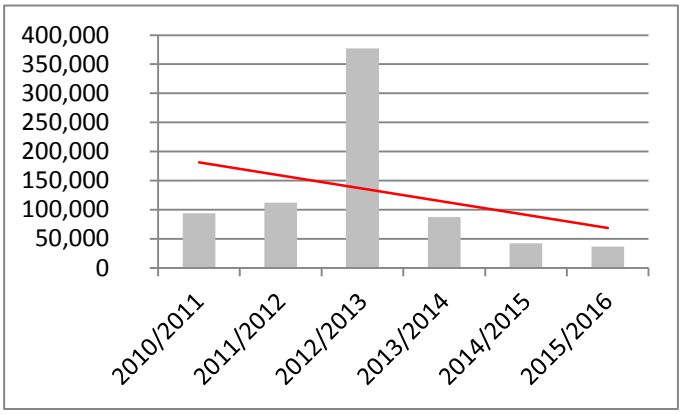
Liability (Public, Employers, Professional Indemnity, Libel and Slander)

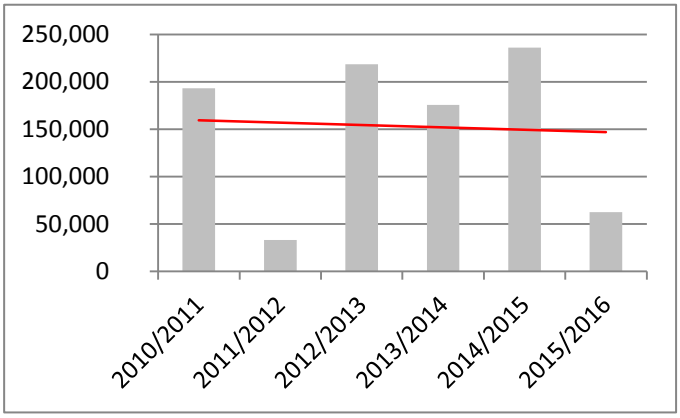
By Occurrence Date

Year	Claims	Gross Sum (Paid+O/S) *
	Nos.	£
2010/2011	15	94,117
2011/2012	28	112,288
2012/2013	17	377,227
2013/2014	17	87,078
2014/2015	18	42,166
2015/2016	6	36,524
Grand Total	101	749,400
Average	17	124,900



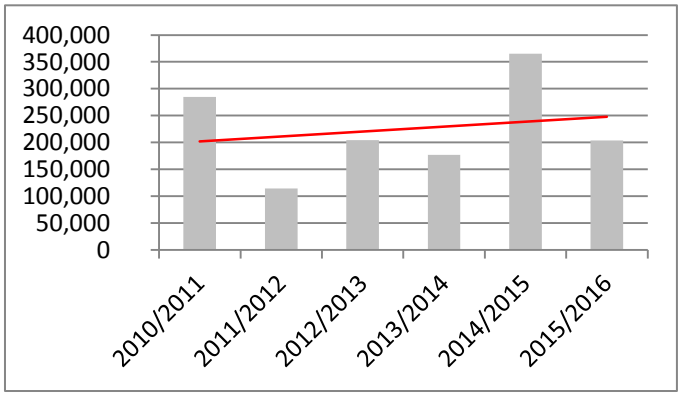
By Notification Date

Year	Claims	Gross Sum (Paid+O/S) +
	Nos.	£
2010/2011	17	193,180
2011/2012	22	32,998
2012/2013	14	218,368
2013/2014	12	175,694
2014/2015	24	235,919
2015/2016	19	62,304
Grand Total	108	918,463
Average	18	153,077



By Payments

Year	Payments	Total Paid #
	Nos.	£
2010/2011	54	284,836
2011/2012	56	114,472
2012/2013	56	204,256
2013/2014	70	177,309
2014/2015	55	364,965
2015/2016	48	203,812
Grand Total	339	1,349,650
Average	57	224,942



* Includes sums paid and the estimated reserve for claims which **occurred** in the years stated (e.g. a claim occurring in 2010/11 may have had one or more payments made in any of the years stated but the payment(s) will be recorded against 2010/11 - the year the claim occurred).

+ Claims can be notified several months or even years after an incident occurred. This table includes sums paid and the outstanding reserve for claims which were **notified** in the years stated (e.g. a claim occurring in 2010/11 may have had one or more payments made in any of the years stated but the payment(s) will be recorded against 2010/11 - the year the claim was notified).

This table sets out the amounts **paid** in each year irrespective of when claims occurred or were notified. It does not include the estimated reserve for outstanding claims. Some of the payments made will relate to claims that occurred prior to 2010/11.

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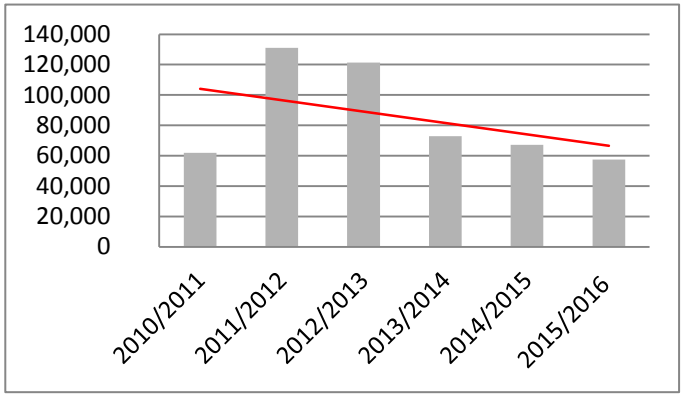
Motor

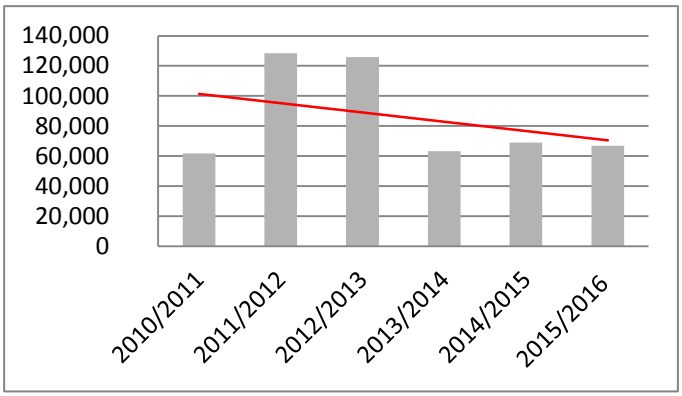
By Occurrence Date

Year	Claims	Gross Sum (Paid+O/S) *
	Nos.	£
2010/2011	83	61,952
2011/2012	140	131,149
2012/2013	105	121,424
2013/2014	99	72,826
2014/2015	102	67,118
2015/2016	72	57,410
Grand Total	601	511,879
Average	100	85,313



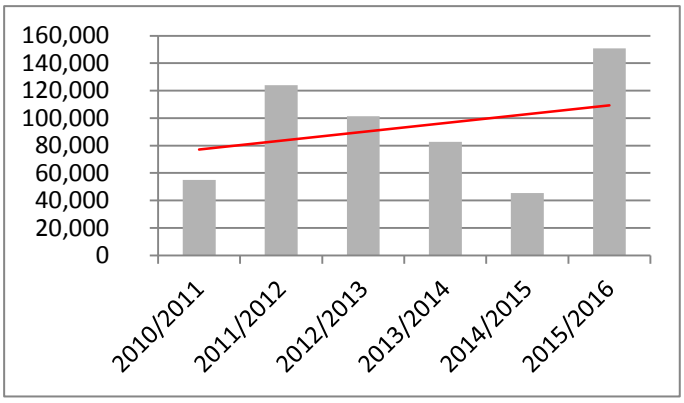
By Notification Date

Year	Claims	Gross Sum (Paid+O/S) +
	Nos.	£
2010/2011	82	61,790
2011/2012	138	128,400
2012/2013	107	125,784
2013/2014	93	63,253
2014/2015	107	68,991
2015/2016	77	66,737
Grand Total	604	514,955
Average	101	85,826



By Payments

Year	Payments	Total Paid #
	Nos.	£
2010/2011	98	54,952
2011/2012	102	124,032
2012/2013	108	101,370
2013/2014	96	82,602
2014/2015	102	45,421
2015/2016	101	150,909
Grand Total	607	559,286
Average	101	93,214



* Includes sums paid and the estimated reserve for claims which **occurred** in the years stated (e.g. a claim occurring in 2010/11 may have had one or more payments made in any of the years stated but the payment(s) will be recorded against 2010/11 - the year the claim occurred).

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Committee(s):	Date(s):
Police Performance and Resource Management Sub Committee	31st May 2016
Subject: HMIC Inspection Update	**Public**
Report of: Commissioner of Police Pol 22/16	**For Information**

Summary

This report provides Members 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 last report to your Sub Committee HMIC has published 4 national reports and 2 Force reports:

- **PEEL - Police Legitimacy Report** (national and local report), published on 11th February 2016;
- **PEEL – Police Effectiveness** (national and local report), published on 18th February 2016;
- **Missing Children: who cares? The police response to missing and absent children** (national report), published on 23rd March 2016; and
- **The tri-service review of the Joint Emergency Services Interoperability Principles (JESIP)** (national report), published on 12th April 2016.

This report is supported by Appendix A which provides details of progress against all outstanding HMIC recommendations.

This report additionally includes an update on HMIC's identified areas of interest for 2016.

Recommendation

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

Main Report

1. This report provides Members 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. During the reporting period, HMIC has published four national reports and one Force report:

i. **PEEL - Police Legitimacy Report** (national and local report), published on 11th February 2016;

ii. **PEEL – Police Effectiveness** (national and local report), published on 18th February 2016;

iii. **Missing Children: who cares? The police response to missing and absent children** (national report), published on 23rd March 2016; and

iv. **The tri-service review of the Joint Emergency Services Interoperability Principles (JESIP)** (national report), published on 12th April 2016.

2. Appendix A to this report provides an overview of progress against all outstanding HMIC recommendations.

3. In addition to their inspection reports, HMIC published its annual report into the state of policing in February 2016. This was a summary of all the inspection activity over the year, however, as it a summary of activity that has already been reported to your Sub Committee and was not an inspection itself, it has not been summarised within this report. The report is available on HMIC's website: https://www.justiceinspectorates.gov.uk/hmic/publications/state-of-policing-the-annual-assessment-of-policing-in-england-and-wales-2015/

PEEL – Police Legitimacy

National report

4. On 11th February 2016 HMIC published its PEEL Police Legitimacy 2015 report alongside individual force reports for England and Wales.

5. The top-level police service findings are summarised below:

- The majority of police forces demonstrate fair and ethical behaviour. However, all the good work forces are doing to engage with their local communities risks being undermined if they fail to continue to get Stop & Search right.
- Stop & Search has been examined three times in the last three years. Although there has been some improvement this is still not happening fast enough. Given that Stop & Search is one of the principal indicators of police legitimacy, HMIC found this inexcusable.
- Police use of Stop & Search is declining; officers need to be given the confidence to use the tactic correctly.
- Too many forces are still not recording the reasonable grounds for stopping a person.

- Forces need to do more to demonstrate that they are both using their powers under Stop & Search fairly as well as effectively particularly in respect of BAME and young people.
- Too many forces are not complying with the Home Office and College of Policing Best Use of Stop & Search Scheme (BUSS) despite all Chief Constables having signed up to the Scheme.
- The use of Tasers was fair and appropriate with forces having robust oversight systems in place and well trained officers.
- Disappointment expressed that no significant change in the overall diversity of the police workforce has taken place.

6. The national report contains 4 recommendations of which 3 are applicable to the Force. Details are attached at Appendix A.

City of London Police report

7. The City of London Police received an overall judgement grading of **GOOD**.

8. The key force findings are summarised below:

- CoLP has effectively promoted the Code of Ethics and incorporated the code into its policies and practice.

- The Force has a good understanding of the people it serves. Officers use a range of effective approaches to identify public views engaging with local residents and businesses.

- Chief Officers have set clear expectations about the behaviour expected from all members of Force and that officers and staff treat the public fairly and with respect.

- The Force works well to promote the wellbeing of its staff, but on occasions there are delays in accessing the well spoken of Occupational Health Unit.

- Pleased that Force had put in place some measures to improve consistency in respect of complaint and misconduct cases.

- CoLP is not compliant with the Best Use of Stop and Search Scheme.

- Force has an insufficient understanding of the impact of powers on BAME and young people.

- Force does not appear to understand sufficiently the reasons for its apparent high use of Taser against BAME people.

9. Concerning the final three bullet points, the Force has set up a 'Control Measures' working group chaired by the Superintendent Operations (UPD) to address these points. Learning and Development are also scoping the possibility of delivering an NCALT Stop and Search training package to relevant staff in consultation with Superintendent Operations (UPD).

Furthermore, paragraphs 44 - 46 of this report detail specific actions that the Force has taken concerning understanding the impact of powers on BAME and young people

10. The Force report contains 5 Areas for Improvement, all of which are included at Appendix A.

PEEL - Police Effectiveness Report

National Report

11. On 18th February 2016 HMIC published its PEEL Police Effectiveness report alongside individual force reports for England and Wales.

12. The top-level police service findings are summarised below:

- Broadly the public should feel confident that the police service is good at preventing crime and anti-social behaviour.
- Effective practice in focusing on prevention – successful prevention work needs to be the work of the whole workforce, every day (not just the responsibility of neighbourhood policing teams).
- However, considers there to be a significant risk that prevention work is being limited, reduced or weakened in some forces (due to abstractions and changes to neighbourhood models).
- Risk to prevention work also impacted by uncertainty over future numbers of PCSOs.
- Forces should assure themselves that they are dedicating adequate resource to neighbourhood work, and that time for prevention activity is protected within this.
- Forces are mostly good at tackling serious and organised crime (generally better at 'traditional' organised crime such as drug dealing rather than so called new areas such as child sexual exploitation and cyber crime).
- ROCUs and forces need to increase regional collaboration and ensure greater consistency in services provided (refer to recommendations in ROCUs Inspection Report – Dec 15).
- Serious and Organised local crime profiles are often short on detail and do not include information held by other relevant entities.
- Third of forces judged to require improvement in terms of investigative practices, with backlogs and delays in units which extract and analyse evidence from digital devices a particular concern (note: not the City of London Police)..
- Poorest performance in relation to the care and support for vulnerable victims, including children. (Reported in PEEL: Effectiveness 2015 (Vulnerability) report – previous report to your Sub Committee refers). Three quarters of forces did not meet the standard of Good in relation to care and support for vulnerable victims, including children.
- Big improvements in how forces respond to domestic abuse victims. (However, see recommendations previously reported in Increasingly Everyone's Business Inspection Report).

- Contribution of neighbourhood policing to overall police effectiveness striking.
- Risk that time neighbourhood teams can dedicate to their principal functions in communities is being eroded and corroded.

13. As well as these findings HMIC also identified some overarching themes:

- Forces need to increase the level and capability of specialist support to do the specialist and time-consuming work in areas such as digital evidence recovery and protecting vulnerable people.
- Forces need to be able to adapt to growing demands and develop their workforce plans accordingly.
- Findings that forces' ability to learn from what works, and evaluation of their own practices are limited.

14. Absence of systematic understanding, learning and sharing of evidence of what works (both within and between organisations) has adverse implications for police effectiveness both at national and local levels.

15. The national report contains 2 recommendations neither of which are the direct responsibility of Force officers to deliver. However, the Force will be required to action outcomes once implemented. Details are attached at Appendix A.

City of London Police report

16. The City of London Police received an overall judgement grading of **GOOD**.

17. The key force findings are summarised below:

- CoLP is good at keeping people safe and reducing crime.
- Has appropriate systems and ways of working in place to identify emerging trends and works well with partner organisations.
- Has dedicated specialist detective capability for dealing with serious or complex crime.
- Able to identify its prolific and priority offenders.
- Force is effective at identifying and managing sexual and dangerous offenders.
- Works successfully with voluntary and statutory bodies to minimise harm.
- Has good understanding of the threat and risk presented by serious and organised crime and has broadened the scope of threats it considers.
- Continues to have difficulty in implementing effective diversionary strategies and managing offenders (this links and cross references with an AFI for the MPS).
- Should address lack of awareness in relation to serious and organised crime among response and community officers.

- Should replicate local partnership arrangements which are effective in the management of volume crime and anti-social behaviour in the organised crime arena.
- Not yet adequately prepared to tackle child sexual exploitation (CSE), needs to obtain a comprehensive understanding of impact and consequences of this type of abuse in City.

18. Although HMIC has reported separately on the matters relating to CSE as part of its Effectiveness (vulnerability) report, it has been included within this report also as the 'umbrella' report for effectiveness.

19. The Force report contains 2 Areas for Improvement (with one cross referencing with an AFI given to the MPS). Details are attached at Appendix A.

Missing Children: who cares? The police response to missing and absent children (national report).

20. On 23rd March 2016 HMIC published its Missing children: who cares? report.

21. HMIC inspected the police response to missing and absent children as part of its summer 2015 PEEL Inspection processes particularly as part of the vulnerability strand. These inspections also included an assessment of forces' preparedness to tackle child sexual exploitation.

22. The PEEL: Police Effectiveness (Vulnerability) national and force reports were published on 14th December 2015 and reported to SMB in January 2016 and your Sub Committee in February 2016. This new thematic report provides the background to the findings published in the Effectiveness (Vulnerability) reports and focuses particularly on information available to HMIC about the outcomes of police contact with children who go missing from home or care, and the links to children at risk of sexual exploitation.

23. The City of London Police received a grading of REQUIRES IMPROVEMENT from the PEEL Effectiveness (Vulnerability) inspection. In terms of missing children the Force report stated that "The City of London Police is in a good state of preparedness to respond to children reported as missing." Also that "existing partnership arrangements are agile enough to provide support to families when incidents are reported, and officers within the Public Protection Unit have trained alongside subject matter experts in the Metropolitan Police Service in case they are required for investigations."

24. However, the report did note deficiencies around the Force's understanding of child sexual exploitation and other over-arching improvements in identification and risk assessment of vulnerability, which your Sub Committee will already be aware of.

25. Overarching themes within this report have already been reflected in recommendations made to forces in previous child protection and PEEL inspections around:

- Raising staff awareness of their responsibilities for protecting missing children, and especially those who go missing repeatedly;

- Improving risk assessment and the use of 'absent' and 'missing' categories;

- Raising staff awareness of the significance of drawing together all available information from police systems, including information about those who pose a risk to children, and using this better to inform risk assessments;

- Improving the police response to missing children and CSE to protect children at an earlier stage and improving recognition of the links between the two;

- Improving investigations and their supervision, and clarifying roles for officers involved; and

- Improving how forces identify, disrupt and prosecute perpetrators of CSE.

26. The report makes 10 recommendations (attached at Appendix A). 3 are for the Home Office to deliver, 3 for the NPCC, 3 for the College of Policing and 1 for Chief Constables. As this recommendation forms part of the overall vulnerability piece that is currently being delivered as part of the Effectiveness (Vulnerability) Action Plan, and governance of safeguarding issues being managed via the recently 'revamped' Safeguarding (CoLP internal) meeting it has been incorporated within the delivery of improvements already identified as part of the PEEL Effectiveness (Vulnerability) report.

The tri-service review of the Joint Emergency Services Interoperability Principles (JESIP) (national report)

27. On 12th April 2016 HMIC published its Tri-Service review of the Joint Emergency Services Interoperability Principles (JESIP).

28. The Joint Emergency Interoperability Programme was a national programme established in 2012 which in April 2015 evolved into a set of principles to be worked across the 3 emergency services (Police, Ambulance and Fire).

29. The following observations emerged from the review:

- All three services across the country recognise the importance of interoperability and consider that JESIP provides a welcome focus and structure to develop the associated skills.

- JESIP was driven top-down whereas if it is to become fully embedded then it needs to be part of the initial and continuation training and shared across the wider responder community such as the Maritime and Coast Guard Agency and Border Agency.

- Central guidance and direction remains necessary to provide the focus and drive to ensure JESIP remains a high priority.

- All three services have very different historical backgrounds, ethos and cultures. Improving interoperability has been and will remain a challenge. The introduction of METHANE (a mnemonic for passing information in an agreed and standard format) as a method of sharing situational awareness is a step forward but it needs to be used more frequently so that it becomes part of normal day to day business

30. Overall it is recorded that the review team considers that interoperability has yet to be fully embedded across the services visited. The overall assessment is that England is at Level 2 (4 being the highest level).

31. The report makes 6 recommendations. These in the main are overarching and not directly focused at a particular organisational body, to deliver. However, there are a number of recommendations (1, 2, 4 and 5 that the Force could directly address to ensure knowledge and preparedness are embedded within the Force. Members are requested to note that this report has not yet been considered by SMB, therefore no decision has yet been made regarding the extent to which these recommendations will be adopted in Force. Following that decision, they will be added to Appendix A.

HMIC Areas of Interest for 2016

32. HMIC has identified 5 areas of interest for 2016, which have been raised by HMIC in discussion with the Chairman and Deputy Chairman of Police Committee. The Force was requested by to provide an update to these areas to your Sub Committee. The areas and the updates appear immediately below.

How the force works with the Metropolitan Police Service to develop its response to managing offenders that live outside of its geographical boundaries;

33. Historically this has been challenging for the Force to progress as until recently, the MPS has not had a London-wide response to managing offenders, with individual boroughs having their own processes and systems. This difficulty was recognised by HMIC who therefore gave the MPS a specific AFI to develop this area and work with the City of London of Police to provide an effective and consistent London-wide response.

34. The MPS has developed a London-wide Integrated Offender Management Strategy Framework that is based on the key principles of effective management of offenders published by the Home Office. The Force is now using this framework, with details of the City's four priority prolific offenders

(PPOs) being entered onto the MPS's IDIOM system, which analyses and provides reports on patterns of offending with regard to PPOs.

35. The BTP (South East) were in the same position as the City of London Police but now have a relationship where they link up with the relevant MPS borough where a PPO resides. Internally the MPS manage ownership of a PPO via the borough in which the offender resides

36. The Commander (Ops) and Superintendent Administration of Justice are now progressing this for the Force, proposing to link more formally into the MPS's framework and be recognised as a partner.

How the initiative launched by the force in November 2015 to enable the use of mobile technology by frontline officers affects operational activity

37. Mobile Working has been one of the most complex and innovative changes for front line officers within the City of London Police in many years. It has grown from its initial concept of a device with a workflow app to a full desktop replacement with all the access and functionality that offers. In order to embrace new ways of working through other innovations it will continue to evolve and respond to those changes.

38. A report was submitted to the Force Change Board on 4th May 2016 outlining the next steps; the project is about to be formally closed so that the transition to business as usual can begin. There will be a team of 3 people who will be dedicated to making that happen. They will also ensure (and document) the full operational benefits are realised over the coming 1 to 2 years. Some of those operational benefits are outlined below.

39. Currently the system is using a platform known as 'PRONTO' that officers can use to record crimes and access other systems. However, until the mobile devices are fully compatible with the Force's replacement, Case, Custody and Crime Inputting system, their full potential will not be realised. In addition to the interface with CCCI, officers will be able to view fixed camera images and streaming video on devices (part of the Ring of Steel upgrade project); this will enable evidence to be viewed in real time supporting front line officers during operational activities, allowing officers to review incidents that are attending to identify people, risk assess and determine what other resources maybe required prior to arriving on the scene.

40. There are also potential benefits linking in to the Emergency Services Mobile Communications Programme (ESMCP) (effectively the replacement for 'Airwave' due to be operational in London by April 2019).It may be possible to attain early accreditation under ESMCP for the current Force devices to be transitioned to the Emergency Services Network. This provides time for the Force to ensure the next iteration of mobile devices is fully compatible with the national system.

The establishment of a future workforce plan that is aligned with the force's overall demand and budget

41. Although the Force was graded GOOD overall in last year's PEEL Efficiency inspection an area for further improvement was published that related to the development of a workforce plan, which is linked to demand and budget.

42. Whilst the Force has in place numerous governance arrangements that considers workforce numbers, the requirement for certain skills and future planning, there was no single document that consolidated and articulated that work.

43. The Force has now almost completed such a document. (It will be complete by the time that the HMIC re-inspect the Force in June 2016). In addition to providing details of the Force numbers overall, it considers the changing future demands faced by the Directorates to facilitate detailed planning of where skills gaps might exist so that plans can be put into effect as mitigation. It also links directly to the Force budget as required by HMIC's AFI.

Improved understanding of the reasons for the use of stop and search and Taser against some minority groups

44. Following the publication of the PEEL- Effectiveness report, where this was highlighted as an issue, the Force has taken a number of remedial actions. There have been numerous engagements with groups (including in schools and universities) of predominantly BME backgrounds, and ranging in age from 12 to 50+. The Force consulted with them regarding the Best Use of Stop and Search scheme and TASER use, with a view to the Force better understanding community perceptions around stop and search and TASER. The interactions have also provided the Force with a number of suggestions to improve Force practices and systems in these areas. These are being developed into an action plan, xwhich will be delivered via the Control Measures Group, chaired by the Superintendent Operations, Uniform Policing Directorate (UPD).

45. The Community Scrutiny Group, who assess stop and search and TASER data, has also been re-vamped and has now met twice since the report was published.

46. UPD is confident that there are reasonable grounds why stops and searches are conducted, however, they accept that on occasions those reasons have not been well expressed. They have put measures in place to ensure this improves, which in turn will assist the Control Measures Group (internal) and Community Scrutiny Group (external) to understand the use of stop and search and TASER against people from a BME background.

How the force meets the challenge of the fast-changing nature of economic crime

47. The Force's role as national lead force for fraud puts in a unique position when it comes to responding to the rapidly changing nature of economic crime. The

following are examples of things the Force has done or are doing to ensure the City of London Police can continue to meet its obligations as national lead force for fraud and provide an effective response to the rapidly evolving world of economic crime.

i. New technology purchased for the national fraud and cyber reporting service provides police forces with real time access to fraud and cyber intelligence covering threats, offenders and victims. This enables forces to develop a more dynamic and intelligence-led approach to emerging threats.

ii. An innovative approach is essential to meeting this challenge. The Force recently successfully bid for funds from the innovation fund that will be applied to 4 new projects, which amongst other things will: improve the effectiveness and speed of digital evidence analysis; capture, harvest and share data of false identity data collected by scanners in banks; and a new national economic crime learning centre in partnership with academia.

iii. Bringing private sector expertise into policing – the flexible use of special constables that have a broad range of specialist knowledge has increased our technical cyber capabilities, business capabilities and increased our capacity to deal with economic and cyber crime. Similarly, the Force has a number of secondees from industry working with units providing cutting edge professional knowledge and experience.

iv. The Joint Fraud Taskforce launched in February by the Home Secretary is a partnership between the Home Office, the City of London Police, Financial Conduct Authority, National Crime Agency, Bank of England, Cifas and a number of banks. Collectively the taskforce will focus on a number of areas, however, the areas most relevant to rapidly changing threats include: understanding the threat, identification of intelligence gaps and vulnerabilities; collective fast track intelligence sharing; and tackling systematic vulnerabilities by removing weak links in systems and processes which fraudsters exploit.

v. As a founding partner of the Global Cyber alliance, the Force is now part of a global partnership that has been set up to tackle the increasing global threats posed by cyber attacks, share intelligence and use technical experts to engineer out identified cyber risks.

48. The above is in addition to the ‘business as usual’ work that the Force does regarding education and prevention (which ‘target hardens’ areas likely to be exploited by criminals); funded units working in specialist areas (such as insurance fraud and intellectual property) and disrupting the digital enablers of economic crime.

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HMIC Report New and Outstanding Recommendations

Traffic Light Colour	Definition of target achievement
GREEN	The recommendation is implemented
AMBER	The recommendation is subject to ongoing work and monitoring but is anticipated will be implemented
RED	The recommendation cannot or will not be implemented (rationale required)
WHITE	The recommendation is not CoLP responsibility to deliver or is dependent upon another organisation delivering a product.

Missing children: who cares? – The Police response to missing and absent children

A national report by HMIC
Published March 2016

Total of 10 actions: 9 are national and outside the remit of City of London Police. 1 area is relevant to the City of London Police and is in progress.

Recommendation		Accepted	Status	Due Date	Comment
1	By September 2016, the Home Office should consult with the Department for Education (DfE) and Ofsted to ensure that local authorities are held to account for fulfilment of statutory responsibilities set out in the 2013 DfE statutory guidelines, with a particular focus on service provision to undertake return interviews.	NA		September 2016	This action is for the Home Office
2	By September 2016, the Home Office, in conjunction with the National Police Chiefs' Council and National Crime Agency, should consider the limitations of police forces' systems which operate in isolation within force boundaries and prevent a national overview of children missing at any one time. A system should be developed to improve the current data collection system, for individual forces and collectively across	NA		September 2016	This action is for the Home Office

Recommendation		Accepted	Status	Due Date	Comment
	the service, to both better inform risk assessments for children who go missing and to strengthen the national overview of risks to children.				
3	By December 2016, the Home Office should work with DfE to review, with relevant government departments, the placement of looked-after children in other local authority areas. This review should consider compliance with current procedures including multi-agency information-sharing, risk assessments and monitoring information from local authority placements.	NA		December 2016	This action is for the Home Office
4	By May 2016, the national policing lead should ensure that the findings and recommendations within this report inform the proposed cross-Government Strategy due to be launched later this year and that they are included in any subsequent action plan, with the outcomes being overseen by the National Missing Persons Oversight Group.	NA		May 2016	This action is for the NPCC.
5	By September 2016, the national policing lead, in conjunction with the Department for Education, should consult with the Association of Independent Local Safeguarding Children's Board Chairs, to improve oversight within local authority areas to ensure that agencies are fulfilling their statutory responsibilities. This should include arrangements for the collection and consideration of performance information in relation to children who go missing and better oversight of performance information which focuses on outcomes for children, including seeking the views of children who go missing, particularly those who repeatedly go missing.	NA		September 2016	This action is for the NPCC.
6	By September 2016, the national policing lead in conjunction with the Home Office should establish the requirements for a national database of missing children.	NA		September 2016	This action is for the NPCC.

Recommendation		Accepted	Status	Due Date	Comment
7	By September 2016, chief constables should ensure that information management processes are in place which focus on outcomes for children who go missing, and to provide better analysis to understand the effectiveness of the police and multi-agency responses. Information should include the diversity of the communities the forces serve.	Yes	AMBER	September 2016	Following a discussion at SMB, it was agreed that this action would be incorporated into existing vulnerability actions.
8	By September 2016, the College of Policing should produce Authorised Professional Practice guidance to provide adequate standards for the police service in relation to missing and absent persons, with a specific focus on the assessment of risk for children and multi-agency responses.	NA		September 2016	This action is for the College of Policing
9	By December 2016, the College of Policing, in conjunction with the national policing lead, should review the current approach to risk assessments for children who go missing, with a particular focus on the categorisation of absent and missing children and on children who are repeatedly missing. This should consider the skills needed and the methods available for police forces to assess the risk to missing and absent children to achieve a consistent approach across all forces.	NA		December 2016	This action is for the College of Policing
10	By December 2016, the College of Policing should have taken all necessary steps to ensure that all officers and staff understand the underlying causes of children going missing and how these can be linked to child sexual exploitation, other forms of exploitation and criminality. In particular this work should focus on ensuring that: • those officers and staff involved in carrying out safe and well checks are adequately trained and have the right skills to engage meaningfully with children; • information gathered from children following a missing incident is appropriately recorded, made available to all relevant staff (including control room	NA		December 2016	This action is for the College of Policing

Recommendation		Accepted	Status	Due Date	Comment
	staff and response and neighbourhood officers) and used to inform the approach to any further missing incidents; and • officers and staff have knowledge of, and effective referral mechanisms to, organisations who can provide the support that children need to address the causes of their missing incidents. This should improve protection for the most vulnerable children and prevent future recurrences.				

State of Policing: The Annual Assessment of Policing in England and Wales 2015

A national report by HMIC, Published February 2016

This report contains no recommendations and is a summary of findings produced from the 566 reports (national and individual force reports) published by HMIC during its annual inspection cycle.

PEEL: Police Effectiveness 2015 – national

A national report by HMIC, Published February 2016
Total of 2 actions: 2 are national and outside the remit of City of London Police. 0 were areas relevant to the City of London Police.

Recommendation		Status	Due Date	Comment
1	There continue to be significant delays in digital evidence-recovery, with few plans to tackle this in the long term, or nationally. By 1st December 2016, the NPCC, working with the College of Policing, should have developed and begun to implement an		1st December 2016	This action is for the NPCC working with the College of Policing

Recommendation		Status	Due Date	Comment
	adequate national plan to: •reduce delays in the examination of digital devices to ensure that these do not have a detrimental effect on the timeliness of investigations; and •bring together expertise and innovation in digital examination from forces across England and Wales, to ensure a co-ordinated and informed national response.			
	Vulnerable victims have to be identified as such in order to receive the extra support they need (and to which they are entitled under the provisions of the Code of Practice for Victims of Crime). Accurate and consistent identification is therefore both the first step and crucial to the police's ability to assess the risks which victims face, to respond and investigate appropriately and to keep them safe. By 1 September 2016, the College of Policing, working with the NPCC, should have established consistent approaches to defining when a person is vulnerable, and to collecting data on how effectively vulnerable people are identified. These processes should be adopted no later than 31st December 2016 so that more vulnerable victims are identified effectively and consistently.		1st September 2016	This action is College of Policing, working with the NPCC.

PEEL: Police Effectiveness 2015 – CoLP

A force report by HMIC, published February 2016. Total of 2 actions, both in progress.

Recommendation		Status	Due Date	Comment
	The force should develop a process for managing repeat offenders, and work with the Metropolitan Police Service to ensure that this is implemented consistently across London.	AMBER	30/4/2016	A force definition for repeat offender is about to be agreed after gathering information from other forces, College of Policing and APP. Expected to be complete by early June 2016.
		WHITE	15/5/2016	A list of current offenders will be produced against the force definition following its formal adoption.
		AMBER	30/6/2016	A process flow diagram is being produced for dealing with the lifetime management of repeat offenders; this will be supported by a SOP.
		AMBER	30/6/2016	The MAPPA meeting structure/process is being considered for the working with partners in the management of repeat offenders.
		AMBER	30/4/2016	Chief Officer level contact with the MPS is being established to ensure representation in the delivery of integrated offender management across London and establishment of deadlines.
		AMBER	30/6/2016	Force processes and SOPs to be reviewed following any agreed MPS lead pan London integrated offender management.
		AMBER	30/6/2016	Information held on the force intranet re repeat offenders will be reviewed and updated.

Recommendation		Status	Due Date	Comment
2	The Force should improve the awareness of organised crime groups among neighbourhood teams to ensure that they can reliably identify these groups, collect intelligence and disrupt their activity.	AMBER	31/3/2016	The requirement is raised and considered at the Serious and Organised Crime Meeting held monthly and chaired by the Director of Intelligence. Where considered appropriate any OCG Nominal who can be circulated for the information of Community Policing is done so via the Force Briefing System (this includes to mobile data tablets). While the numbers are few due to the nature and global reach of City OCGs the action to consider each OCG nominal is an agenda item at the SOCM Group.
		AMBER	New task – deadline to be confirmed	A review to be conducted to assess how Response / Community Policing Officers can be up skilled to provide intelligence with respect to organised crime groups.
		NEW GREEN	30/4/2016	Terms of reference for Serious and Organised Crime Management meeting have been updated to include the Inspector Community Policing as a full member of the group.
		AMBER	31/7/2016	Community policing to consider and develop a plan to provide guidance to residents and businesses around the issue of organised crime

PEEL: Police legitimacy 2015 – National

A national report by HMIC, published February 2016. Total of 4 actions, all relevant to the City of London Police, 1 is still in progress. Recommendation 2 has been sub divided for ease of reference.

Recommendation		Status	Due Date	Comment
1	With immediate effect, Chief Constables should adopt the Code of Ethics in its totality. If there is a good reason why a particular force should depart from the code, the Chief Constable should publish his or her reasons for not adopting it in full.	GREEN	February 2016	The Force adopted the Code in its totality on publication. This is made explicit in the Policing Plan and is reflected by the Force's values.
2	Within 6 months all Chief Constables should conduct a review of their complaints and misconduct arrangements, analysing data from their records to: •assess whether or not there is any bias in the way decisions regarding the management of complaints are made; •and, if there is evidence of bias, to take action to remove it. The reviews and the action taken should be fully documented and made available to the police and crime commissioners of each force and to HMIC.	AMBER	31/8/2016	Terms of reference for the review have been drafted pending chief officer sign off.
	Within 12 months, the College of Policing and National Police Chiefs' Council should agree national standards for recording and publishing complaints and misconduct data for officers and staff. The standards should be developed in a way that will assist all police forces to determine whether:	WHITE	February 2017	This action is for the College of Policing and the NPCC

Recommendation		Status	Due Date	Comment
	• There is bias in the number of women or BAME individuals subject to a public complaint (recognising this cannot be controlled for) or an internal misconduct allegation; • There is a bias in the number of women or BAME individuals referred to the professional standards department for consideration of a public complaint or internal misconduct allegation. • There is a bias in the number of women or BAME individuals subject to particular outcomes following consideration of a public complaint or internal misconduct allegation.			
3	Within 3 months (by May 16), Chief Constables should establish arrangements through which they can regularly, at least twice a year, assess whether reasonable grounds are being recorded in every case where a stop and search power is used by their officers, and take action to address those cases where the reasonable cases are not sufficient to justify a lawful use of the power.	**CLOSED**	May 2016	This recommendation is linked to the Force PEEL Legitimacy report 2015 were tasks and progress will be monitored for delivery (see CoLP report below).
4	The 13 forces that are not complying with three or more of the requirements of the Best Use of Stop and Search Scheme – Cambridgeshire, Cheshire, Cumbria, Gloucestershire, Lancashire, Leicestershire, Lincolnshire, Northumbria, South Wales, Staffordshire, Warwickshire, West Mercia and Wiltshire – should put in place an action plan setting out how they will comply with all the features of the Scheme. HMIC will revisit these forces within 6 months to determine what improvements have been made. (This recommendation appears in the individual report for these forces.)	**WHITE**	August 2016	This does not apply to CoLP having failed 2 requirements. Recommendation 3 of the PEEL Legitimacy force report tracks progress made against these failures.

PEEL: Police legitimacy 2015 - CoLP

A force report by HMIC, published February 2016. Total of 5 actions, 1 is implemented, 4 are in progress.

Area for Improvement		Status	Due Date	Comment
1		*Areas for improvement 1 & 2 are closely related and for the purposes of update they are merged.*		
2	The force should ensure that its stop and search records include sufficient reasonable grounds to justify the lawful use of the power, and that officers understand fully the grounds required to stop and search.	**NEW GREEN**	April 2016	A new Control Measures working group [CMWG] has been established, chaired by Supt. Ops UPD and is both tasking and providing oversight including stop and search reasonableness data.
	The force should ensure that adequate supervision takes place to ensure that its stop and search records are accurate and contain the required information in respect of reasonable grounds.	**NEW GREEN**	April 2016	A review of the current process of supervision and checking of stop and search records has been completed – a new 7 day staged process to resolve queries has been introduced following agreement with UPD inspectors, matters are ultimately escalated to the CI Ops. A summary of common issues from stop and search has been communicated to supervisors.
		NEW GREEN	April 2016	A refreshed training package has been produced and delivered including the recording of grounds

Area for Improvement		Status	Due Date	Comment
		AMBER	May 2016	The College of Policing is rolling out a Stop and search training package – this is the subject of a direct report to Chair of TIB [TIB cancelled for April 2016 next meeting June 2016].
		AMBER	May 2016	A summary report on stop and search records is to be presented to Control Measures Working Group providing details where reasonable grounds have not been recorded highlighting trends and recommendations for action. To date verbal updates have been received. This will be GREEN on receipt of written reports.
3	The force should comply with the Best Use of Stop and Search scheme in relation to recording and publishing outcomes; and monitoring the impact of stop and search on young people and black, Asian and minority ethnic groups.	AMBER	May 2016 except for website	The new Control Measures working group [CMWG] has been established to provide oversight and a conduit between the Community Scrutiny Group [and other Community initiatives] and the force. The external website will be revamped, anticipated to be completed by end of June 2016.
		AMBER	May 2016	Terms of reference for the new scrutiny group have been drafted and were presented to the first scrutiny group meeting at the end of April 2016. Feedback from the group has been included within the terms of reference.

Area for Improvement		Status	Due Date	Comment
		AMBER	April 2016	A draft dashboard has been produced for Control Measures Working group which breaks down information into groups based on age, ethnicity and gender. Mechanisms to populate the dashboard with data are currently being finalised for production by the end of June 2016.
		AMBER	May 2016	New data sets for stop and search will be published from the dashboard once completed. Supt Ops UPD is already in discussion with Corporate Comms.
		AMBER	May 2016	A quarterly report from Control Measures Working Group will be provided to OLF in May 2016.
4	As chief officers have decided to increase the coverage of Taser to meet identified risks, HMIC considers that force-wide oversight and scrutiny of its use should be introduced. Specifically, the force must be able to demonstrate whether it is used fairly and appropriately on people with protected characteristics.	NEW GREEN	April 2016	The new Control Measures working group [CMWG] includes the Firearms Inspector as a full member. Taser usage is to be captured within the dashboard to facilitate broader discussion on any trends and issues. The external Taser website is now live. Data will also be scrutinised by the Community Scrutiny group. Taser will be covered in the quarterly report from CMWG to Organisational Learning Forum 18th May 2016.
5	It was clear that non-Taser-trained officers have little understanding of Taser tactics or how they could best assist at the scene of a Taser deployment. More training about Taser should be included in personal safety training, to enhance the protection of public and police.	AMBER	May 2016	Front line officers have received an input, non operational front line officers input is scheduled and will commence with ECD – to date 200 officers have been covered.

Area for Improvement		Status	Due Date	Comment
		AMBER	May 2016	Ongoing refresher training for new joiners is to be scheduled as part of the personal safety training.
		AMBER	April 2016	A Taser internal news article has been drafted and is with Corporate Communication to develop and publish. This article to provide an update on training, increased deployment and basic information.

Increasingly everyone's business:

A progress report on the police response to domestic abuse

A national report by HMIC, published December 2015. Total of 6 actions: 2 are national and outside the remit of City of London Police. 4 were areas relevant to the City of London Police, 2 are still in progress.

Recommendation		Status	Due Date	Comment
3	Update of forces' domestic abuse action plans By March 2016, every police force in England and Wales should update its domestic abuse action plan; determine what more it can do to address the areas for further improvement highlighted in this report; and publish its revised action plan accordingly.	AMBER	March 2016	The force domestic abuse action plan has been reviewed and updated – outstanding actions have been carried forwarded. This has been circulated to relevant team members and presented to the safeguarding meeting [May 2016] for comment and has been signed off for publication. Following publication [anticipated early June 2016] this will GREEN.

Recommendation		Status	Due Date	Comment
	Chief officers in each police force should continue to oversee and ensure full implementation of these action plans and offer regular feedback on progress to their police and crime commissioner. This should be a personal responsibility of the chief constable in each case.	AMBER	March 2016	A report will be compiled for Police Committee in 6 months regarding progress against the plan.
4	**Force progress reviews** By June 2016, chief constables should review the progress made by their forces in giving full effect to their forces' stated priorities on domestic abuse. Every force in England and Wales should undertake a clear and specific assessment of its own progress in respect of domestic abuse, potentially through peer review, which should include reference to the following: • the force's updated action plan on domestic abuse; • the force's culture and values; • the force's performance management framework; • the force's approach to the use of data and evidence of what works in support of the development of a learning organisation; • the reward and recognition policy in the force and the roles and behaviours that this rewards currently; • the selection and promotion processes in the force; • the messages and communications sent by the senior leadership team to the rest of the force about tackling domestic abuse; • the development opportunities for officers and staff in the force; and • force policy on how perpetrators and victims of domestic abuse who are employed by the force are managed.	AMBER	June 2016	Advice from the College of Policing has been received and has been taken into account in the review and update of the Domestic Abuse action plan. Submission to the Commander for sign off and publication pending. The domestic abuse action plan will be monitored by the Safeguarding meeting. PSD, Occupational Health are meeting with DCI Volume and priority to establish the current processes for victims and perpetrators of domestic abuse who are employed by the force. Engagement has commenced with the region to establish a peer review.

Recommendation		Status	Due Date	Comment
	To ensure consistency, the College of Policing and the national policing lead on domestic abuse have agreed to provide advice on the form and content of the assessment of progress by March 2016. HMIC will draw on forces' assessment of progress on domestic abuse as part of its annual PEEL inspection in 2016. Chief constables should as soon as practicable take whatever further action is necessary to build on the progress made in giving effect to their forces' stated priorities on domestic abuse. This should include action to raise awareness of domestic abuse to instil a deeper understanding of and commitment to addressing the often complex needs of victims of domestic abuse. Chief constables should also take steps to support, encourage and conspicuously value officers and staff who exemplify this understanding and commitment.			
5	**<u>Innovation and establishing evidence-based good practise</u>** • Innovative practice in forces to tackle domestic abuse should be encouraged but it should be informed by robust, independent evaluation which demonstrates the effectiveness of that practice, particularly in terms of safeguarding people at risk of harm. Working in consultation with partners, forces should assess the available evidence that supports innovative practice	**NEW GREEN**	March 2016	The terms of reference, agenda and attendance list for the Safeguarding meeting has been reviewed and is now chaired by the DCI Priority and Volume Crime.

Recommendation		Status	Due Date	Comment
	before it is implemented and ensure that safety planning is built into any new practice from the outset. Where there is little or no available evidence, forces should be clear about the thinking behind the innovative practice and should carry out a thorough evaluation of the practice, ideally supported by the College of Policing, as quickly as possible. • Multi-agency safeguarding hubs and central referral units: In the next six months, the National Oversight Group should commission a 'task and finish group' to evaluate the effectiveness of the various models in place for MASHs and CRUs in terms of the outcomes achieved for victims of domestic abuse. By Spring 2017, this task and finish group should provide forces with guidance and examples of good practice to illustrate how multi-agency arrangements most effectively share information, assess risk and undertake joint safeguarding activities to protect victims of domestic abuse. The group should involve representatives from the Home Office, Department of Health, Department for Education and relevant inspectorates, as well as practitioners within forces and academics. • Perpetrator programmes including integrated offender management: Reducing offending by perpetrators will save potential victims from abuse and help to reduce the demand on forces. As part of updating their action plans, forces should use the soon to be published research carried out by the College of Policing on perpetrator programmes and summary of existing initiatives to inform the development of their own programmes. • Domestic Violence Protection Orders (DVPOs): The National Oversight Group should ensure that, by April 2016, further consideration is given to increasing the use and effectiveness of DVPOs. The Ministry of Justice should provide clear guidance on the DVPO process	NEW GREEN	April 2016	FIB has obtained and reviewed research published by the College of Policing as to what works and these are actively being considered as part of the forces new Domestic Abuse plan.

PEEL: Police effectiveness 2015 (Vulnerability)

A force report by HMIC, published December 2015. Total of 4 actions: 3 remain in progress.

Recommendation		Status	Due Date	Comment
Page 65	The force should improve the consistency and frequency of training delivered to ensure all staff have an awareness and understanding of identification of vulnerability of victims particularly at the initial point of contact.	AMBER	June 2016	A review of training will be completed, including refresher training – recommendations for change will be discussed at the Training improvement Board for decision. Progresses will be regularly reviewed at meetings chaired by DCI Priority of Volume Crime.
			June 2016	The MPS definition will be adopted until the College of Policing publish one. Training has commenced for CSE. MPS are willing to assist in the delivery of our training; this option will be considered i.e. train trainers in cascading their 3 hours package.
			April 2016	April 2016 TIB was cancelled; training issues will be discussed by the DCI Priority and Volume with the TIB chair direct.
2	The force should improve the identification of the vulnerability of victims during investigations, by ensuring staff complete the necessary processes on the crime reporting system.	AMBER	June 2016	Crime Policy Team has established how vulnerability is captured on UNIFI. It is unclear how vulnerability will be captured on CCCI; the project is still at procurement and will need to be developed. Vulnerability is not currently captured on Pronto. Crime Policy Team is liaising with the Pronto project team.

Recommendation		Status	Due Date	Comment
		AMBER		Crime Policy Team has liaised with Control and SMF check lists are being updated. Crime Policy Team to liaise with Front Offices and 101 Contact Centre to review/ update/ create scripts to ensure vulnerability of correctly identified.
		AMBER		The 377 vulnerable person process has been modified to separate adults from children – this will facilitate future monitoring and analysis at the safeguarding meeting.
3	The force should reassure itself that in relation to the use of victim personal statements it is fully compliant with its duties under the Code of Practice for Victims of Crime.	NEW GREEN	June 2016	Current arrangements have been reviewed by the Crime Policy Unit – a new section has been added within crime recording to confirm whether a victim personal statement has been taken. AoJ are monitoring from the victim/witness support team.
4	The force should improve the response to children at risk of sexual exploitation by ensuring its understanding of the scale and nature of the issue is developed which will better inform its preventative and investigative response; and frontline staff have an appropriate level of knowledge of the factors to identify cases and understand how to respond.	AMBER	June 2016	Online child sexual exploitation has been identified as an intelligence gap and further work is being progressed – terms of reference have been defined. This work will further inform the CSE profile – FIB has identified resources and progressed will be monitored at meetings chaired by DCI Priority of Volume Crime. A revised problem profile is due June 2016.

The depths of dishonour: Hidden voices and shameful crimes

An inspection of the police response to honour-based violence, forced marriage and female genital mutilation

A national report by HMIC, published December 2015. Total of 14 actions: 11 are national and outside the remit of City of London Police.
3 were areas relevant to the City of London Police, 1 remains in progress.

Recommendation		Status	Due Date	Comment
	By June 2016, chief constables in consultation with partner agencies should undertake research and analysis using diverse sources to understand better the nature and scale of HBV, FM and FGM in their force areas, and use this information to raise awareness and understanding of HBV, FM and FGM on the parts of their police officers and staff.	AMBER	June 2016	The City of London Public Health team undertook a brief FGM needs assessment to determine the risk to City – the outcome of which is we have none However, this does not mean there won't be isolated cases or people affect who are travelling to the City. This is encompassed in the "tacking and Preventing FGM – City and Hackney Strategy". Robin Newman, DA Co-ordinator CoL is developing a City HBV/FM policy. A problem profile has been requested from FIB and research is underway – the results will be reported within the updated Domestic Abuse Problem Profile. CoLP has established contact with the MPS and attended their HBV/FM & FGM strategy group meeting on the 13th April 2016.
11	By June 2016, chief constables together with partner agencies should ensure they have clear policies and joint working structures in place to ensure an integrated approach to HBV, FM and FGM between police forces and other agencies.	NEW GREEN	June 2016	PPU DI has reviewed relevant protocols with partner agencies. The City and Hackney FGM strategy was signed off and published in January 2016. The 'Bristol Model' cited in the report is model for tackling FGM focused on community engagement, empowerment and partnership working to tackle the issue at a local level; the City and Hackney FGM strategy is in line with this.

Regional Organised Crime Units: A review of capability and effectiveness

A national report by HMIC, published November 2015. Total of 11 actions: 8 are national and outside the remit of City of London Police.
3 were areas relevant to the City of London Police, which remain in progress.

Recommendation		Status	Due Date	Comment
2	By 30 June 2016, the constituent forces of the London ROCU should ensure that they have reliable access to the '13 capabilities' identified within the ROCU development programme [see Annex A for full list of capabilities].	AMBER	June 2016	The HMIC report highlights recommendations for ROCUs to have to have in place against the 13 capabilities and for the London ROCU this has been set to be in place by June 2016. Liaison between BTP the Met and ourselves has taken place and DCI I&I has sent the HMIC report to the relevant force leads. It has been agreed that an action plan will be developed by the force leads to answer the 11 recommendations along with a road map of how this will be achieved, particularly since the changes in the LROCU structure. This action plan will also include procedures and process that will give clear direction and accountability to address joint working between CT and Crime, Tasking process of the three forces assets on joint operations, Control strategy for the LROCU and also the process to be adopted by outside agencies such as the NCA to task the ROCU to conduct operations, executive actions or National initiatives. This action plan will be RAG scored so that NPCC leads in each of the three forces who can be sighted on the current position and also include evidence to support any subsequent HMIC inspection.
3	By 30 June 2016, every police force in England and Wales should publish an action plan that sets out in detail what steps it will take to make maximum use of the ROCU capabilities, minimise duplication at force level, and ensure that the use of shared ROCU resources are prioritised between regional forces. This action plan should be developed: • in consultation with police and crime commissioners, ROCUs and the ROCU executive board; • with regard to both local force priorities (in particular, as specified in the relevant police and crime plan) and National Crime Agency (NCA) priorities; and • with regard to the other recommendations contained in this report.	AMBER	June 2016	
8	By 30 June 2016, all ROCUs, forces and the NCA should adopt a common approach to the assessment of serious and organised criminal threats.	AMBER	June 2016	

Witness for the prosecution: Identifying victim and witness vulnerability in criminal case files

A national report by HMIC, published November 2015. Total of 10 actions: 8 are national and outside the remit of City of London Police.
2 were areas relevant to the City of London Police, 1 remains l in progress.

Recommendation		Status	Due Date	Comment
Page 69	The College of Policing should evaluate the police training that is provided to student officers to ensure that case file preparation training emphasises and promotes an understanding of the police role in the criminal justice process, and the importance of identifying the support required by vulnerable and intimidated victims and witnesses. Similarly chief constables should undertake an evaluation of their local training arrangements.	AMBER	February 2016	Student training: This area is already covered in depth within the IPLDP training material and CoLP follow this material. Prior to each new IPLDP course the CoLP training material is reviewed against the latest COP material and adjusted accordingly to meet the latest changes in learning outcomes. Specials Training: Again material is matched against the latest COP training for Special Constables. Refresher training is a gap for the force and will be presented at the next TIB June 2016. TIB can then decide if and to whom they want training in this area delivered to. L&D will ensure the package can cover police and police staff. As a source of measurement the course will be evaluated to ensure that the importance of identifying the support required by vulnerable and intimidated victims and witnesses is covered.

PEEL: Police efficiency 2015

An inspection of the City of London Police by HMIC, published October 2015. Total of 2 actions which remain in progress.

Recommendation		Status	Due Date	Comment
1	The force should develop a future workforce plan that is aligned to its overall demand and budget. The plans should include future resource allocations, the mix of skills required by the workforce and behaviours expected of them.	AMBER	March 2016	An initial summary of ongoing work with HR has been provided to Strategic Development. This has been used to produce a draft workforce plan which is being consulted and finalised. This will be finished before HMIC's inspection commences on June 13th
2	To support the workforce plan, the force should improve how it records and retains information concerning the skills and knowledge of the workforce to identify future training needs.	AMBER	March 2016	

Working in Step: A joint inspection of local criminal justice partnerships by HMIC, HMCPSI and HMI Probation, published October 2015

Total of 2 actions: 1 is national and outside the remit of City of London Police. 1 was relevant to the City of London Police and remains in progress.

Recommendation		Status	Due Date	Comment
2	Within six months of the Criminal Justice Board establishing the operating framework, leaders of local criminal justice agencies acting together, and in co-operation with the PCC, should undertake a fundamental review of local partnership arrangements to assess whether they are fit for purpose to lead improvements to the efficiency and effectiveness of the CJS at local level. As a minimum, the review should include: • an assessment of the health of the CJS locally, including its	AMBER	Within 6 months of the completion of Rec. 1	This will be completed upon the Criminal Justice Board establishing an operating framework. The due date cannot be shown until that work is complete. The Head of Administration of Justice is currently awaiting a response from the new staff officer for CC Simon Byrne – lead for the NPPC CJ coordination committee to establish progress.

Recommendation		Status	Due Date	Comment
	impact on victims and witnesses, especially the most vulnerable, and the extent to which perpetrators can expect swift justice; • a local assessment of risk (informed by national threats, risks and harm) and the views and experiences of the public to inform local priority setting; • the business and analytical support required for effective partnership planning, commissioning and co-ordination; and • identification and clarification of links with related partnerships so that work is co-ordinated and mutually reinforcing.			

Targeting the Risk

A national report on the efficiency and effectiveness of firearms licensing in the police forces in England and Wales, published September 2015

Total of 18 actions: 9 are national and outside the remit of City of London Police. 9 were areas relevant to the City of London Police, 0 are still in progress, 1 has recently turned green as below.

Recommendation		Status	Due Date	Comment
12	Within six months, all Chief Constables should either satisfy him or herself that they have completed, or complete, a retrospective review of the certificate holders' continued suitability to have access to or possession of firearms in the case of section 1 firearms and shotgun certificates issued before the Home Office guidance was updated in relation to the on-going monitoring of the activity of a certificate holder or associates. This review should extend to all such activity which may give rise to concern for public safety.	**NEW GREEN**	15th March 2016	A complete review has been undertaken.

Online and on the edge: Real risks in a virtual world

A national report, published July 2015, a joint inspection by HMIC. Total of 13 actions: 1 is national and outside the remit of City of London Police.
12 were areas relevant to the City of London Police, 1 remains in progress.

Recommendation		Status	Due Date	Comment
3	We recommend, that within six months, forces consider and implement ways to improve communications with children by making better use of social media channels, so that children are better able to protect themselves online.	NEW GREEN	January 2016	The joint safeguarding board is leading on this, chaired by City and Hackney Safeguarding project. A video for social media has been produced and was launched online 18/3. This work is being supported by a booklet for children and training for school teachers and staff. CSE Awareness Event (co-ordinated by City and Hackney Safeguarding Board) scheduled for 18th March 2016. The action will be delivered, albeit, slightly late.
		AMBER	New task in April 2016 assigned deadline to be determined	In April 2016, a new task has been assigned to the Head of Public Protection Unit to review the external website and consider how 'child friendly' it is. This work is being progressed with Corporate Communications.

In harm's way: The role of the police in keeping children safe

A national report, published July 2015, a joint inspection by HMIC and HMCPSi. The report highlights areas for attention and does not make specific recommendations

Total of 4 areas for attention [Strategic Development has subdivided for ease of assessment]. Of these 1 is national and outside the remit of City of London Police, 2 remain in progress.

Area for Attention		Status	Due Date	Comment
	At present senior officers do not know the outcomes for children following on from police activity. Nor do they know enough about the experiences and views of children who have been in contact with the police in order to inform service development.	AMBER	February 2016	A monthly report regarding the outcomes of juveniles who have been in police custody has been developed and is distributed to Uniform Police and Crime Senior Management Teams. No specific mechanism exists to obtain views of children. Surveys have been conducted with children in social care via Action for Children but this does not relate to police contact and would not cover those children that come in to contact via custody. The Public Protection Unit [PPU]are progressing with City Youth Services (City Gateway) to establish if they could be utilised to gain an understanding of the experiences of City children. PPU staff met with Robert Stanex from city gateway who has prepared questions and these have been agreed and feed into sessions with young people, results are pending. The difficulty will be to establish views related to CoLP not police generally.
2	The second area relates to increased police use of data and information in the management of crime and offenders. For example, inter-agency approaches which use police data to identify and target for intervention the most serious and prolific offenders are relevant to child protection, especially in cases of repeat domestic violence.	GREEN	NA	A number of regular multi agency arrangements are in place including MARAC, MASE, MAPPA & a planned virtual MASH to ensure timely information sharing and joint decision making. Safer City Partnership are attendees to the Force Tactical Tasking and Coordination Group. Intelligence management priorities are shared at this group.

Area for Attention		Status	Due Date	Comment
	Similarly, the data analysis approaches that can identify those most at risk of repeat vulnerability (as currently used in domestic burglary) may be useful in child protection work. Better crime mapping could target police preventive efforts by identifying localities or communities of greatest risk.	AMBER	April 2016	Technical deployment of mapping has progressed. New Force Problem profile templates have been developed to consider repeat place and person as a key requirement. A team has been established in FIB to identify high harm high vulnerability persons led by a Senior Analyst.

Building the picture: An inspection of police information management

A national report, published July 2015. Total of 10 actions: 4 are national and outside the remit of City of London Police. 6 were actions relevant to the City of London Police, 0 remain in progress.

Recommendation		Status	Due Date	Comment
	By 30 November 2015, chief constables should ensure that a review is undertaken of the way in which their forces' information management policies and practice comply with the APP on information management so that they give effect to the national approach and minimise any divergence from that APP.	NEW GREEN	30th November 2015	The review has been completed.
8	Immediately, chief constables should make sure that their force information records are reviewed at the end of the review period set for each information grouping, and records created when decisions are made to retain information beyond the applicable period of retention.	NEW GREEN	Immediate	This practice is in place across the historical archive and information is MoPI classified and records reviewed and where appropriate deleted in accordance with MoPI. However records on NSPIS systems cannot be deleted because of system constraints and backlogs exist with the MoPI review, retention and disposal process. The CCCI project is including back record conversion and these issues will be addressed here. The current NSPIS systems will be reviewed by the MoPI task force and once in place implementation of compliance can begin where the system allows.

Stop and Search Powers 2

This was a national inspection , published March 2015. Total of 11 actions: 8 are national and outside the remit of City of London Police. 3 were actions relevant to the City of London Police, 1 remains in progress.

Recommendation		Status	Due Date	Comment
10	Within three months, chief constables should put in place a process to report, at least once a year, the information they get from recording searches that involve the removal of more than an outer coat, jacket or gloves to their respective police and crime commissioners and to any community representatives who are engaged in the scrutiny of the use of stop and search powers to help them assess whether these searches are lawful, necessary and appropriate.	AMBER	June 2015	A process has been set up and a report will be presented to Police Committee by UPD in September 2016.

Welfare of Vulnerable People in Custody

A national report, published March 2015. Total of 18 actions: 11 are national and outside the remit of City of London Police.

7 were actions relevant to the City of London Police, 1 remains in progress

Recommendation	Status	Due Date	Comment

Recommendation		Status	Due Date	Comment
7	The police service, with the support and guidance of the College of Policing and the appropriate national policing leads, must establish a definition and a monitoring framework on the use of force by police officers and staff, linked to forces' risk registers. At a minimum this should ensure that: • more frontline officers and staff are trained in de-escalation skills; • there is a common understanding, informed by College of Policing Authorised Professional Practice on definitions of restraint and thresholds for the purposes of record-keeping; • the use of force in custody is recorded on CCTV and/or body worn cameras, and the recordings are monitored by senior managers, and made available to National Preventative Mechanism-visiting bodies as required; and • data collected on the use of force is monitored routinely, examined for trends, reported to police and crime commissioners and published on force websites to promote transparency and accountability to community groups and the wider population.	AMBER	December 2015	Personal safety training was to be enhanced and delivered between July – December 2015. However, the new PAVA spray was the focus of training for this period. It was rescheduled February 16 and L&D confirm this commenced. The required data is now being collated and will be reported to Police Committee in September 2016.

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

This was a national report, published September 2014. Total of 40 actions: 3 are national and outside the remit of City of London Police. 37 were actions relevant to the City of London Police, 1 remains in progress.

The Action plan was across numerous Directorates – no single plan owner was assigned. Recommendation		Status	Due Date	Comment
27	All forces should progress work to gain a better understanding of the demands they face locally, and be prepared to provide this to the College of Policing to establish good practice in this respect. All forces should inform HMIC of their progress on this matter through their annual force management statements.	AMBER	December 2015	Annual Force Management Statements (FMS) have not been released to forces at this time. A HMIC template for forces' use was supposed to be circulated in the Autumn of 2015, however, as at April 2017 no template has been published. The force has been accepted as a pilot force for the Force Management Statements. This will involve using and commenting on the draft guidance that has been produced to start production of a FMS. Internally, a report has been prepared for chief officer consideration that outlines the next steps and provides options for progression. The Force has been conducting preparatory work to explore how best it can record and maintain an accurate picture of all types of demand, including latent and non-crime related demand. Meetings have taken place with Deloittes and a further meeting took place in early February 2016 with PWC to draw on best practice in this area. HMIC held a demand workshop in early December 2015 where it was accepted that CoLP does not fit the national profile which is likely to apply to all other forces. Currently, a Chief Inspector is looking at how the Force maps its demand, what it does with that information and how it can be improved. Indications are now that the first FMS will not be required until 2017. The force has been accepted as a pilot force and will be attending guidance meeting on the 23rd May 2016. A relevant template has been obtained from an 'outstanding' force which will be populated over the next 3-4 months.

Stop & Search

This was a primarily a national report, but specific force recommendations were made separately. The report was published July 2013

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

National Report

Total of 10 actions: 2 are national and outside the remit of City of London Police. 8 were actions relevant to the City of London Police, 2 are still in progress

Recommendation		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.	AMBER	Will be determined following College of Policing rollout	The College of Policing has evaluated their trial for the new Stop and Search training package and the force is sending 5 officers on a train the trainer course commencing 25th May 2016.
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.	AMBER	Will be determined following Chief Constables Council input	No national form exists. The Force awaits recommendations from the Chief Constables Council. However, local CoLP forms have been updated in line with BUSS requirements.

City of London Police Recommendations

Total of 15 actions: 1 has been superseded by Stop and Search 2, 1 is still in progress

Recommendation		Status	Due Date	Comment
15	Stop and search data added to force crime maps	AMBER	October 2015	The Force has successfully implemented a GIS application and a technical issue with implementation has been resolved. Data for mapping Stop and Search is now being assessed for importing into the tool. The result of testing is expected to be known by 16th May 2016. This action is partially achieved as this stage dependant on the availability of data being geocoded.

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Committee(s): Police Performance and Resource Management Sub-Committee	**Date**: 31st May 2016
Subject: 4th Quarter Performance against measures set out in the Policing Plan 2015-18	**Public**
Report of: Commissioner of Police Pol 21-16	**For Information**

Summary

1. This report summarises performance against the measures in the Policing Plan 2015-18 for the period 1st April 2015 to 31st March 2016.

Measure	TREND Qtr1	TREND Qtr 2	TREND Qtr 3	TREND Qtr 4
1. The level of specific counter terrorism deployments tasked that are completed	Stable	Stable	Stable	Stable Positive[1]
2. The level of community confidence that the City of London is protected from terrorism	Deteriorating	Improving	Deteriorating	Improving
3. The level of evidence-based education and enforcement activities, supporting the City of London Corporation's casualty reduction target	Stable	Stable	Stable	Stable Positive
4. The number of disposals from manned enforcement activities	Stable	Improving	Stable	Improving
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	Stable	Stable	Improving	No survey in 4th qtr
6. The level of victim-based violent crime	Deteriorating	Deteriorating	Deteriorating	Deteriorating
7. The level of victim-based acquisitive crime	Stable	Improving	Improving	Improving
8. The level of antisocial behaviour incidents	Improving	Improving	Improving	Improving
9. The percentage of victims of fraud investigated by the Economic Crime Directorate who are satisfied with the service provided	Deteriorating	Improving	Improving	Stable Negative
10. To ensure City Fraud Crime, investigated by ECD results in a positive action whether through offender disposal, prevention or disruption	Stable	Stable	Stable	Stable Positive
11. The attrition rate of crimes reported to Action Fraud	Improving	Improving	Improving	Stable Positive
12. The number of complaints against Action Fraud	Stable	Deteriorating	Improving	Stable Negative
13. Level of the National Lead Force's return on investment	Improving	Improving	Improving	Deteriorating

[1] The 'Positive' and 'Negative' sub descriptors shown against the 'Stable' descriptors, give an indication of the quarterly direction of performance, which in these cases is not significant enough to qualify for 'Improving' or 'Deteriorating'. Members requested this at the last Sub Committee.

14. The value of fraud prevented through interventions	**Improving**	**Improving**	**Improving**	**Improving**
15. The percentage of victims of fraud who are satisfied with the Action Fraud reporting service	**Stable**	**Not available**	**Not available**	**Not available**
16. The level of Force compliance with requirements under the Strategic Policing Requirement	**Stable**	**Stable**	**Stable**	**Stable Positive**
17. The level of satisfaction of victims of crime with the service provided by the city of London police	**Deteriorating**	**Improving**	**Stable**	**Stable Positive**
18. The percentage of people surveyed who believe the police in the City of London are doing a good or excellent job	**Not yet due**	**Results in Qtr 3**	**Deteriorating**	**Next survey not until Oct 2016**

Recommendation

It is recommended that your Sub Committee receives this report and notes its contents.

Main Report

Background

1. This report presents Force performance against the measures published in your Committee's Policing Plan 2015-18 at the end of the 2015-16 financial year (1st April 2015 – 31st March 2016). All relevant performance information is contained within Appendix 'A'.

2. For Performance Management Group, measures are graded around whether performance is 'satisfactory', 'requires close monitoring' or 'requires action'. For reports to your Sub Committee, it is proposed to provide trend information together with a summary of those areas that the Force considers is of greatest concern (Deteriorating) appearing in the body of the report.

3. As previous performance reports, a broad overview of wider Force performance is also included for Members' information.

Current Position

Overview of Force Performance

4. A comparison with the same period in 2014-15 shows that between 1st April 2015 and 31st March 2016:

   - Total victim-based crime (which includes violence against the person, sexual offences, robbery, burglary, theft and criminal damage) stood at 4365 offences, compared to 4492 offences at the same the previous year, a decrease of 127 offences (-2.8% reduction).

- Crimes against statute, which includes drugs offences, possession of weapons, public order offences and 'miscellaneous crimes against society'[2], increased compared to 2014/15, having recorded 862 offences against 826 (36 more offences representing a 4.4% increase).

- At the end of March 2016, however, total notifiable crime was down by -1.7%, 91 fewer offences (5227 crimes compared to 5318 the previous year). This represents the

5. In addition to those items reported in this year's previous reports to your Sub Committee, notable Force achievements and activities during the period 1st January and 31st March 2016 include:

    - An investigation by the Insurance Fraud Enforcement Department (IFED) resulted in the imprisonment of a man for 3 years for attempting to defraud 2 insurance companies;
    - The arrest of 3 men in on suspicion of being part of a gang that made £3m from running a City of London based boiler room, selling fake investments in rare metals;
    - The imprisonment of 6 people who were members of an eastern European criminal gang, with sentences ranging from 2.5 to 7 years following an investigation by the London Regional Fraud Team (City of London Police, MPS, BTP and the NCA);
    - Following an intervention by the Commercial Vehicle Unit, a man was sentenced for drug driving whilst operating an unsafe lorry in the City; and
    - A major 3 year investigation targeting criminals engaged in money laundering resulted in 35 convictions and the confiscation of £5.1m of criminal funds.

Performance against measures

6. **Measure 2 - The level of community confidence that the City of London is protected from terrorism.** Whilst the fourth quarter survey returned an improved result on quarter three, the cumulative average for the year was 66.8%, which is significantly below last year's level. Respondents were once again provided with an opportunity to explain their views, and reasons cited remained as previously reported to your Sub Committee, i.e. opinions were influenced by the terrorist attacks in November last year and later in Brussels.

7. Given that respondents had provided feedback in previous surveys about issues outside of the Force's control, a second question was posed for the quarter three and four surveys. That question asked whether people feel reassured by the work done by the City of London Police to protect the City of London from terrorism. That response to that question was very different, with 90.4% of respondents saying the felt reassured.

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

8. **Measure 6 - Levels of victim based violent crime.** Throughout the year levels of victim based violent crime increased, which has consequently remained a principal area of focus for the Force.

9. Members will see from Appendix A that at the end of the fourth quarter the Force recorded a 20.8% increase in the level of victim based violent crime compared to 2014/15, as a result of recording 156 more offences (906 offences this financial year compared to 750 for 2014/15). This represents the lowest level of increase this year (quarter 1 ended at 43.2%, quarter 2 at 34.6% and quarter 3 at 25.3%). The 906 crimes recorded were also slightly below the end of year predicted level of 910, which had also fallen from the high of 1005 predicted at the end of September 2015.

10. The 20.8% increase is better than that achieved nationally, which has been reported at 27% by the ONS. The national level was principally driven by increases in the 'violence without injury' sub-category, which showed a 37% increase. This has been mirrored in the City, with that category recording the largest increase.

11. The majority of violence with injury offences continues to be committed during the night time economy (NTE) hours of 2000-0600 and are linked to licensed premises. Within the violence without injury category, most were common assaults (slightly more during the NTE hours than daytime hours) and harassment offences (mainly daytime hours).

12. The Force continues to deploy problem solving techniques and targeted operations based on intelligence. Although the City of London is clearly not alone in recording an increase in violent crime, the Force is not in any way complacent regarding the levels of victim based crime. As previous reports have highlighted, the Force would like to assure Members that this will remain a priority area at Performance Management Group. Although analysis indicates that levels are likely to continue to increase the Force will do everything in its power to ensure any increase is minimised.

13. **Measure 13** - **Level of the National Lead Force's return on investment.** The ROI figure for Q4, whilst much lower than the previous two quarters, but is similar to the figure for Q4 the previous year. The Q2 and Q3 amounts were very high due to the number of qualifying cases in those quarters and the fact that one of the cases alone recovered over £4m. The comparatively low amount for Q4 has been compounded by the fact that during that quarter, the decrease of the ROI is attributed to the "future fraud saved by ECD enforcement cases" portion of the savings element of the calculation. The overall volume and value of cases that qualified for this savings element of the calculation within quarter 4 was significantly lower than the previous two quarters, hence the low value. One quarter's ROI value is not enough to establish whether this is likely to develop into a cause for concern. Given it mirrors the situation in 2014/15, the figure may well recover in Q1 of 2016/17.

14. **Measure 15 - The percentage of victims of fraud who are satisfied with the Action Fraud reporting service.** As reported in the previous two reports to your Sub Committee, data for this measure has been affected by the company providing the reporting service (BBS) going into administration during the autumn of 2015. The replacement interim company, Concentrix, was not able to obtain this data and it was therefore necessary to suspend this measure for the remainder of the 2015/16 financial year.

15. **Measure 18 - The percentage of people surveyed who believe the police in the City of London are doing a good or excellent job.** Only one annual perception survey is now completed, therefore the details that follow are as quarter 3. The customer survey carried out in November/December had 371 respondents. 80.2% felt the Force are doing a good or excellent job. This is noted as deteriorating as it is below the average recorded for 2014/15. Of those that expressed a preference, only 7.3% expressed dissatisfaction with how the City of London is policed. 12.5% of respondents expressed no opinion either way.

16. The next perception survey will take place in late 2016.

Background Papers:

- **Appendix 'A' Performance Summary**

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APPENDIX A – PERFORMANCE SUMMARY FOR 1st APRIL – 31st MARCH 2016

Measure 1	The level of specific counter terrorism deployments tasked that are completed			
AIM/RATIONALE	Security Group meets fortnightly (or as required depending on threat levels) to consider intelligence relating to the threat from terrorism and extremism. Tactical options that align with the pan London Rainbow options are considered and agreed and are then 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	This measure will be reported against using the percentage of counter terrorism options tasked that are completed (as assessed by Security Group) The reported measure will be complemented by information detailing: • Visibility – providing details of levels of patrolling or specific events with the community; • Information – providing details of education or advice provided;			
DATA SOURCES	UPD/I&I/Crime Directorate			
ASSESSMENT	**Qtr 1 STABLE**	**Qtr 2 STABLE**	**Qtr 3 STABLE**	**Qtr 4 STABLE**

Main measure

All taskings set at the Security Group meeting were delivered, over the fourth quarter these were:

- **Project Servator** - 2886 hours, resulting in 35 arrests/4 FPN's/5 PND's/92 Stop Searches/17 Vehicle seizures.
- **Assisted by Response Groups and Specialist Support** - 714 hours/18 arrests/5 PNDs/32 Stop Searches.
- **E1 Patrols** - 7900 hours /16 arrests/62 FPN/ 193 Stops searches/ 1 vehicle seizure.

The number of hours delivered for Servator and E1 Patrols has remained at roughly double that of the 2nd quarter, principally due to the events in Paris and the resulting heightened security in the City of London.

Note: this aspect of the measure is new and therefore it is not possible to supply historic comparative data. 2013/14, 2014/15 data has been included for the supplementary information overleaf.

Supplementary information:

The table below shows the number of attendees for CT education and advice initiatives.

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Number Griffin Attendees	73	72	39	34	No event	31	37	21	39	No event	45	27
Percentage consider Force capable	**100%**	**98%**	**98%**	**98%**	**-**	**95%**	**98%**	**85%**	**95%**	-	**97%**	**95%**
2014/15 levels	99%	100%	96%	100%	98%	99%	99%	100%	98%	-	98%	98%
2013/14 levels	100%	99%	98%	95%	99%	100%	98%	96%	100%	99%	92%	98%
Number Argus Attendees	186	182	130	64	17	109	2	114	46	172	181	51
Percentage consider Force capable	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**
2014/15 levels	100%	100%	100%	100%	n/a	100%	99%	100%	100%	97%	100%	100%
2013/14 levels	100%	97%	100%	96%	97%	98%	98%	97%	100%	100%	100%	100%

Measure 2	The level of community confidence that the City of London is protected from terrorism			
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.			
MEASUREMENT	Data for this measure will be provided from the iModus surveys, conducted quarterly. The question asked is "How confident are you that the City of London is protected from terrorism?" Respondents will be asked they expect from the Force to improve, which can be used to inform operational and communications plans. **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.			
ASSESSMENT	**Qtr 1 DETERIORATING**	Qtr 2 **IMPROVING**	Qtr 3 **DETERIORATING**	Qtr 4 **IMPROVING**

How confident are you that the City of London is protected from terrorism?	Qtr 1	Qtr 2	Qtr 3	Qtr 4
2015/16	**69%**	**72.2%**	**62.05%**	**68.3%**
2014/15	90%	85.7%	87.1%	80.6%
2013/14	90.7%	84.5%	89.1%	88.5%

622 people responded to the 4th quarter survey
The results show:
54.7 % are "confident" City of London is protected from Terrorism and 13.7 % are "very confident" that the City of London is protected from Terrorism. This low level is attributed to the attacks in Paris during November.

However, when asked how reassured they felt by work conducted by the Force, **90.4% said they are reassured by the work City of London Police are doing to protect the City from terrorism**

The Force had in total 2465 respondents to this survey within year.
From the total number of respondents 1647 were confident or very confident that the City of London is protected from terrorism, this gives an overall percentage of 66.8%.

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 is any activity aimed at road users (drivers, cyclists, motor cyclists and vulnerable road users) 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. **PMG GUIDE: 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			
ASSESSMENT	**Qtr 1 STABLE**	**Qtr 2 STABLE**	**Qtr 3 STABLE**	**Qtr 4 STABLE**

For the months of January, February and March 2016 – all tasked operations were completed. Over the course of the 4th quarter:

Op Atrium

A total of 450 FPN's were issued during this operation (compared to 231 the previous quarter). Of that number 318 cyclists, who had received a ticket, attended the Exchanging Places Road Shows at Dowgate Hill fire station. These road shows were held jointly with the Corporation of London and construction company Skanska. At the Road Show cyclists are given the opportunity to sit in the LGV and look at the driver's view.

Op Regina

Uniform Policing have stopped a total of 1206 PHVs and 488 Hackney Carriages to check license details. Support Group has been maintaining high profile presence in night time venues.

Op Winchester

Following the success of a similar operation in November 2015, engaging with powered two wheelers, TfL provided funding for another operation in January 2016. From 6 operations in January approximately **562** riders were stopped and issued 'Bike Safe' leaflets by officers / PCSOs.

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	5	9	3	2	6	9	4	3	3	6	57
2014/15	5	9	5	6	3	4	4	4	8	3	5	1	57
2015/16	2	6	4	4	4	3	2	3	3	4	3	3	39

The system for recording collisions has now changed and is delivered by the College of Policing. At the time this report was being prepared, the Force's PIU unit was still waiting to be granted access to the system. Local records maintained by Uniform Policing Directorate have therefore been used to provide this data.

Measure 4	The number of disposals from manned enforcement activities			
AIM/RATIONALE	The nationally recognised offences that lead to the vast majority of road traffic collisions (where offending is involved) are seatbelt use, speeding, drink/drug driving and use of a mobile phone whilst driving. Focussing on the primary two (using a mobile phone whilst driving and speeding) will result in a long term change of behaviour of drivers in the City of London. Targeted, evidence-based operations to detect speeding and mobile phone offenders should result in lower impact collision speeds which should reduce injuries, especially serious injuries; fewer distracted drivers should reduce the likelihood of collisions occurring. Within the City, HGVs are also involved in a high proportion of accidents involving vulnerable road users. A dedicated HGV taskforce will deliver bespoke operations targeting HGVs. This measure supports enforcement of the 20mph zone and directly contributes to the Force's support of the City of London's casualty reduction target.			
DEFINITIONS	A disposal is (on a sliding scale of seriousness) either a traffic offence report (TOR), fixed penalty notice (FPN) or summons. A consistent monthly trend is one that is within 15% of the rolling monthly average			
MEASUREMENT	This measure will be assessed against the number and type of disposals that result from manned enforcement activities. PMG will receive monthly levels of TORs, FPN and summonses that relate to using mobile phones whilst driving and speeding. This will be complemented by a narrative that will detail the results of operations targeting HGVs, including tachograph and driving hours infringements. **GUIDE: IMPROVING:** An increasing monthly trend of overall disposals **STABLE:** A consistent trend within the usual monthly range **DETERIORATING:** Reducing monthly trend of overall disposals			
ASSESSMENT	Qtr 1 STABLE	Qtr 2 IMPROVING	Qtr 3 DETERIORATING	Qtr 4 IMPROVING

This was a new measure for 2015-16 and therefore there is no specific data for the work of the newly formed Commercial Vehicle Unit prior to January 2015.

Please see table overleaf.

April 2015 - March 2016

Month	April	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	TOTAL
Without due care and attention - TOR	8	1	2	8	10	5	5	3	9	15	7	10	**83**
Without due care and attention - EFPN	1	2	0	0	0	1	1	0	1	4	0	2	**12**
Without consideration to others - TOR	1	1	1	3	3	0	1	0	1	1	1	1	**14**
Without consideration to others - EFPN	0	0	0	0	0	0	0	0	0	0	1	0	**1**
Community Road Watch 1st warning letter sent for speeding in 20mph zone	0	0	0	0	0	0	0	0	0	28	73	72	**173**
Speed 20 - TOR	20	82	32	27	43	59	24	95	15	90	63	15	**565**
Speed 20 - EFPN	3	26	3	3	12	10	6	21	3	9	20	7	**123**
Speed 30 - TOR	34	6	2	0	0	0	0	0	0	0	0	0	**42**
Speed 30 - EFPN	12	7	2	4	0	0	0	0	0	0	0	0	**25**
Seatbelts - TOR	13	28	7	9	1	28	17	6	3	10	7	7	**136**
Seatbelts - Ticket	2	5	4	3	5	4	2	4	2	1	3	2	**37**
Mobile phones - TOR	6	6	8	23	14	16	10	11	17	14	9	14	**148**
Mobile phones - EFPN	14	11	12	15	21	14	15	9	8	11	12	13	**155**
Op Atrium	0	97	93	117	195	150	147	84	0	231	126	92	**1332**
Number attending Op Atrium Road Show	0	58	59	76	115	88	112	52	0	165	85	68	**878**
Safe Ride Safe Road	119	46	34	70	22	21	4	15	7	15	12	27	**392**
SRSR who completed the course	108	36	28	37	22	17	3	15	7	9	4	8	**294**
TOTAL	**341**	**412**	**287**	**395**	**463**	**413**	**347**	**315**	**73**	**603**	**423**	**338**	**4410**
Quarterly totals	**1040**			**1271**			**735**			**1364**			**4410**

There is no discernible monthly trend when looking at the individual categories, however, amalgamating the totals into quarterly totals indicates a decline over the third quarter which was compensated over the fourth quarter, and which represented the most successful quarter of the financial year.

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.**			
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 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 and where CoLP takes on a lead agency role.			
MEASUREMENT	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. **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			
ASSESSMENT	**Qtr 1 STABLE**	**Qtr 2 STABLE**	**Qtr 3 IMPROVING**	**Qtr 4 STABLE**

Event	Date	Satisfaction rate	TREND
The People's Assembly Protest	June 2015	93.86%	**STABLE**
200th Anniversary of Waterloo	June 2015	N/A	**NA**
Lord Mayor's Show	November 2015	95%	**STABLE**

Event	People's Assembly	Waterloo	Lord Mayors Show
Number of responses	115	NA	197
Total Very satisfied	57.02%	NA	-
Total Satisfied	36.84%	NA	95.0%
Satisfaction rate	93.86%	%	95.0%

Total number of responses	312
Total number satisfied	295
Overall Satisfaction rate	94.5%

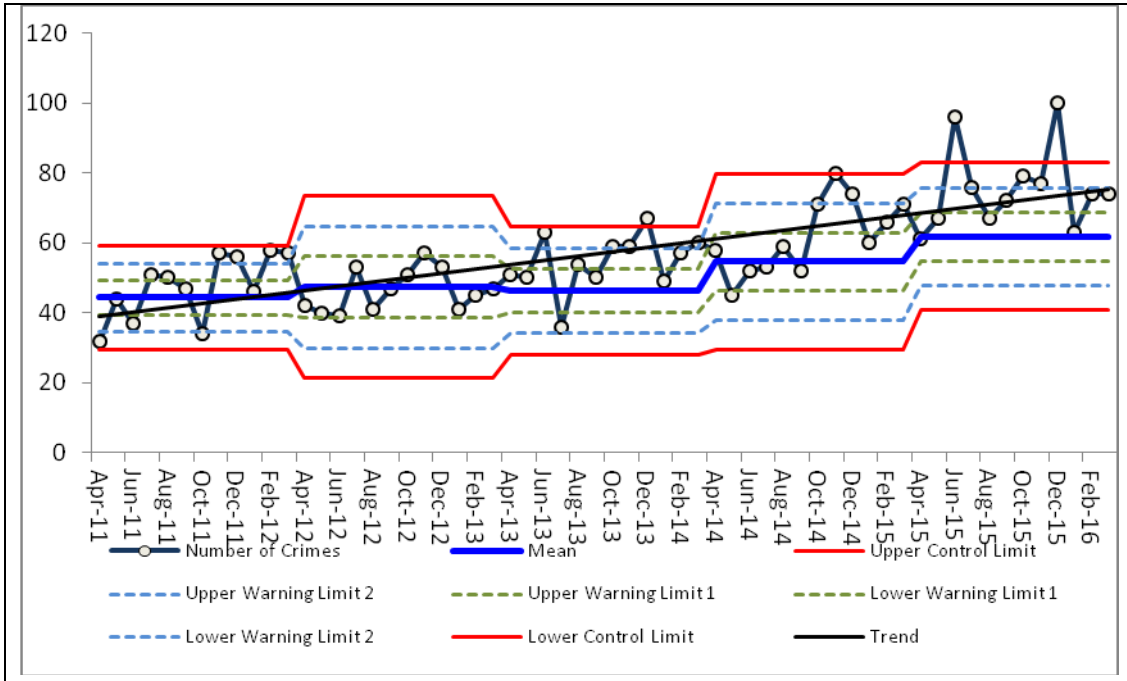
2013/14 average	90.0%
2014/15 average	90.2%
2015/16 YTD average	**94.5%**

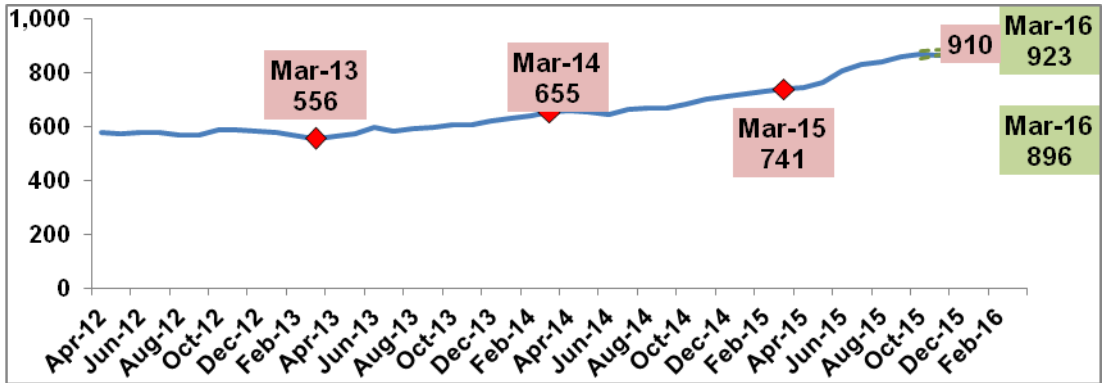
No survey was completed during the 4th quarter.

Measure 6	Levels of victim-based violent crime.
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 and sexual offences. "Systemic increase" is one that is 6 consecutive increases above the mean or 4 consecutive increases above a tolerance level
MEASUREMENT	PMG will receive data around current levels of victim-based violent crime, trend information and analysis. **Note**: w.e.f. 1st April 2015, crimes under the Malicious Communications Act become notifiable and will be included within the violence without injury category. This will increase the levels of violent crime recorded. During 2014-15 there were 39 such crimes. Reporting performance for 2015-16 therefore will show levels including this category, and not including it so that a direct comparison can be made with the previous year. **GUIDE:** **IMPROVING:** Reducing trend of victim-based violent crime or within **STABLE:** Level of crime within statistical tolerance levels (as indicated monthly on performance charts) **DETERIORATING:** Unstable trends or systemic increase in levels of violent crime

ASSESSMENT	Qtr 1 DETERIORATING	Qtr 2 DETERIORATING	Qtr 3 DETERIORATING	Qtr 4 DETERIORATING

Monthly Totals	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	FYTD
2010-11	38	35	35	32	32	47	56	49	49	58	48	53	532
2011-12	32	44	37	51	50	47	34	57	56	46	58	57	569
2012-13	42	40	39	53	41	47	51	57	53	41	45	47	556
2013-14	51	50	63	36	54	50	59	59	67	49	57	60	655
2014-15	58	45	52	53	59	52	71	80	74	62	69	75	750
2015-16	61	67	96	76	67	72	79	77	100	63	74	74	906





Forecasts

Annual Totals	Crimes	% Change
2010-11	532	
2011-12	569	7.0%
2012-13	556	-2.3%
2013-14	655	17.8%
2014-15	741	13.1%
2015-16 (est)	910	22.8%

Finalised Total	Crimes	% Change
2014-16	750	21.3%

.

Violence with Injury. Upward Trend. This offence type is showing a continuing upward but not statistically significant trend. Fewer offences were committed during the quarter compared to either the previous quarter or the same period last year (78 offences compared to 109 offences the previous quarter and 86 last year). [3]

Volence without Injury. Upward Trend. This offence type is showing an upward and statistically significant upward trend. Although there were fewer offences this quarter compared to the previous quarter (110 offences compared to 116), the trend is upward and significant due to the recorded monthly increases (January 32, February 37 and March 41).

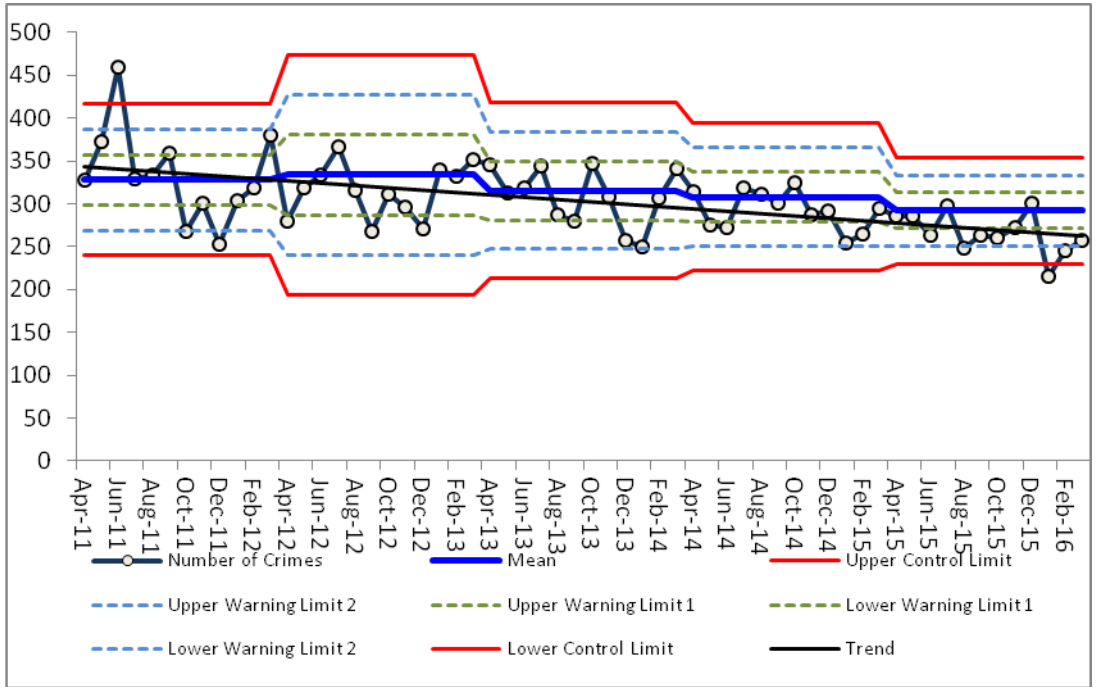
Sexual Offences. Upward Trend. 22 offences were recorded over the final quarter, compared to 19 the previous quarter and 15 the same quarter last year. Of those 22 offences, 7 were allegations of rape and 15 were sexual assualts.

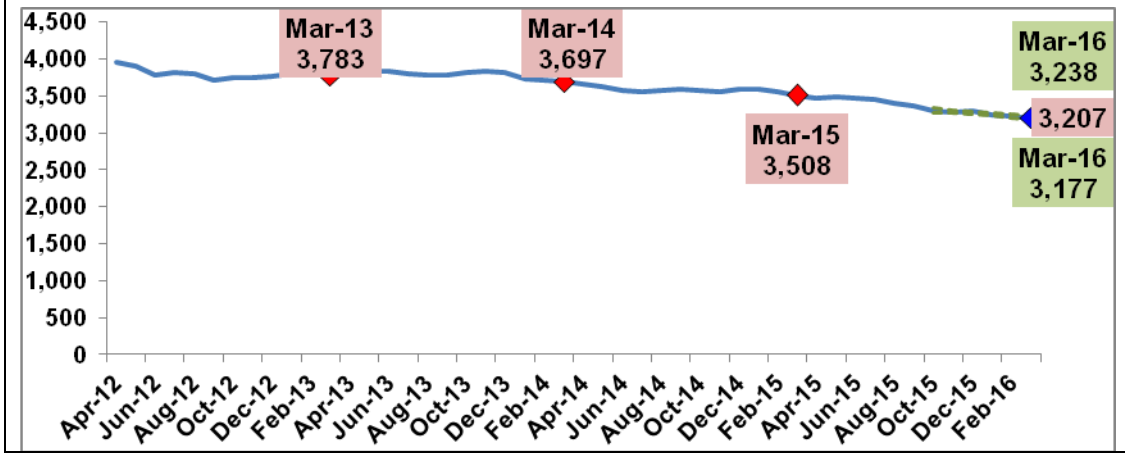
[3] This does not include Homicide which is a separate category

Measure 7	Levels of victim-based acquisitive crime.
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 tolerance level
MEASUREMENT	Assessment is based on current levels of victim-based acquisitive crime, trend information and analysis. **GUIDE:** **IMPROVING:** Reducing trend of victim-based acquisitive crime or within **STABLE:** Level of crime within statistical tolerance levels (as indicated monthly on performance charts) **DETERIORATING:** Unstable trends or systemic increase in levels of acquisitive crime

ASSESSMENT	QTR 1 STABLE	QTR 2 STABLE/IMPROVING	QTR 3 STABLE/IMPROVING	QTR 4 STABLE/IMPROVING

Monthly Totals	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD
2010-11	338	320	358	340	311	307	381	314	308	285	298	373	3,933
2011-12	328	372	459	329	334	359	268	300	253	304	319	380	4,005
2012-13	280	318	334	367	316	268	311	296	271	339	332	351	3,783
2013-14	345	313	319	344	287	279	347	308	258	250	306	341	3,697
2014-15	314	275	272	319	311	300	325	287	291	254	265	295	3,508
2015-16	285	285	263	297	248	264	261	272	301	215	245	258	3,194





FORECASTING TABLES

Annual Totals	Crimes	% Change
2010-11	3,933	
2011-12	4,005	1.8%
2012-13	3,783	-5.5%
2013-14	3,697	-2.3%
2014-15	3,508	-5.1%
2015-16 (est)	3,207	-8.6%

Finalised Total	Crimes	% Change
2014-15	3535	-9.3%

The forecasts are based on the last six values of the twelve-month rolling total. The tables below combine known results and forecasts to estimate the position at each quarter end.

Forecast by Quarter	2014/15	2015/16	% Change
Apr-Jun	861	833	- 3.3%
Apr-Sep	1,791	1,642	- 8.3%
Apr-Dec	2,694	2,476	- 8.1%
Apr-Mar	3,508	3,194	- 9.0%

Measure 8	Levels of antisocial behaviour incidents in the City of London.			
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. **GUIDE:** **IMPROVING:** Reducing trend in levels of antisocial behaviour incidents (as indicated monthly on performance charts) **STABLE:** Level of ASB within statistical tolerance levels (as indicated monthly on performance charts) **DETERIORATING:** Systemic increase in levels of antisocial behaviour incidents			
ASSESSMENT	**QTR 1 IMPROVING**	**QTR 2 IMPROVING**	**QTR 3 IMPROVING**	**QTR 4 IMPROVING**

	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR
2013-2014	*Satisfaction levels were reported for 2013/14 but not numbers of incidents*											
2014-2015	85	115	95	102	83	78	97	91	88	106	89	100
2015-2016	65	72	84	81	93	65	75	62	65	67	57	49

April 2014 – March 2014: **1129**
April 2015 – March 2015: **835**

MEASURE 9	The percentage of victims of fraud investigated by the Economic Crime Directorate who are satisfied with the service provided			
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	"**Investigation**": - This is all Unifi crime records classified as "Fraud Investigations – Substantive offences recorded in Action Fraud" allocated to ECD Operational Teams "**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.			
MEASUREMENT	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. **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. **IMPROVING:** Increasing levels of satisfaction compared to previous quarter **STABLE:** Within a 70-80% range **DETERIORATING:** Reducing satisfaction levels or less than the 2014-15 average of 65%			
ASSESSMENT	QTR 1: DETERIORATING	QTR 2: STABLE/ IMPROVING	QTR 3: IMPROVING	QTR 4: STABLE

Measure is reported quarterly

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Number of invitations sent to victims to participate	103	59	65	NA
Number of victims completing survey	47	25	27	22
Overall satisfaction with initial contact. (Valid responses)	72% (33/46)	76% (19/25)	67% (18/27)	68% (15/22)
Overall satisfaction with service from ECD officers. (Valid responses)	70% (33/47)	*	*	*
Level of satisfaction in outcome of investigation. (Valid responses)	63% (17/27)	75% (15/20)	71% (10/14)	73% (14/19)
Cumulative overall satisfaction taking the whole experience into account.	**70% (33/47)**	**74% (54/73)**	**78% (76/98)**	**76% (91/119)**

2014/15 AVERAGE: 68% (introduced in 2014/15 therefore no 2013/15 levels available)

Cumulatively over 2015/16 76% of victims were overall satisfied with the service provided. Comparatively last year 68% were satisfied. This is therefore an 8% increase in satisfaction.

*It should be noted that the question relating to *Overall satisfaction with service from ECD officers* has been removed from the survey on the advice of the Opinion Research Company and will therefore not be reported upon in this or in future reports.

MEASURE 10	**To ensure City Fraud Crime, investigated by ECD results in a positive action whether through offender disposal, prevention or disruption**			
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	**"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. **"Positive action"** is defined as follows: (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	Measurement will be based upon the number of City Fraud Crimes reaching the Point of outcome benefitting from positive action. **PMG GUIDE:** 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			
ASSESSMENT	**QTR 1: STABLE**	**QTR 2: STABLE**	**QTR 3: STABLE**	**QTR 4: STABLE**

Information on this measure is provided on the following page

Month	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Total number of City Fraud Crimes reaching point of outcome in month.	3	2	2	2	2	2	0	3	0	5	1	0
Cumulative position of City Fraud Crimes reaching Point of outcome.	3	5	7	9	11	13	13	16	16	21	22	22
Number of City Fraud Crimes reaching Point of outcome in month with offender disposal.	3	1	2	2	1	1	0	3	0	3	1	0
Number of City Fraud Crimes reaching point of outcome in month where Fraud enabler disrupted.	0	1	0	0	1	1	0	0	0	1	0	0
Number of City Fraud Crimes reaching point of outcome in month contributing to an ECD Fraud awareness/prevention product.	0	0	0	0	0	0	0	0	0	0	0	0
Cumulative position of City Fraud Crimes reaching point of outcome resulted with Positive action	3	5	7	9	11	13	13	16	16	21	22	22

During the 4th quarter ECD operational teams closed 30 Unifi crime records; none of these crimes were constituted as City Fraud Crimes. The 30 identified UNIFI crime records were excluded from this measure for the following reasons:

Number of crimes	Reason for exclusion from measure.
28	Investigations were “within the Jurisdiction of the CCC” locus i.e. outside the City of London.
1	No crimed
1	Investigations did not qualify for this measure due to the investigation type.

MEASURE 11	The attrition rate of crimes reported to Action Fraud			
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	"**Attrition rate**": - This describes the ratio of outcomes to the number of reports received by Action Fraud. **"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. "**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).			
MEASUREMENT	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. **GUIDE:** **IMPROVING:** Increasing % overall performance (outcomes to crimes committed) **STABLE:** Stable % of overall performance (or reducing for 1 quarter within a 20% tolerance) **DETERIORATING:** Decreasing systemic trend (consecutive quarter decreases)			
ASSESSMENT	**QTR 1 IMPROVING**	**QTR 2 IMPROVING**	**QTR 3 IMPROVING**	**QTR 4 IMPROVING**

NOTE: This was a new measure in 2014/15, therefore no comparative data is available for 2013/14.

Full information on this measure is provided on the following page:

	A	B	C	Percentages - % of outcomes per crimes reported and crimes disseminated and % of crimes disseminated per crimes reported.			Ratios – (X:1) Outcomes and disseminations per crimes reported and Outcomes per crimes disseminated.		
	Crimes Reported	Disseminations	Outcomes	Outcomes/ Crimes reported (%C/A)	Outcomes/ Disseminations (%C/B)	Disseminations/ Crimes reported (%B/A)	Crimes reported/ Outcomes(A/C)	Disseminations/ Outcomes (B/C)	Crimes reported/ Disseminations (A/B)
Q1 2014/15	56,691	12,906	2,588	4.6%	20.1%	22.8%	21.9:1	5.0:1	4.4:1
Q2 2014/15	61,185	15,282	3,839	6.3%	25.1%	25.0%	15.9:1	4.0:1	4.0:1
Q3 2014/15	65,992	17,939	6,376	9.7%	35.5%	27.2%	10.4:1	2.8:1	3.7:1
Q4 2014/15	62,980	18,060	10,339	16.4%	57.2%	28.7%	6.1:1	1.7:1	3.5:1
2014/15	246,848	64,187	23,142	**9.4%**	36.1%	26.0%	10.7:1	2.8:1	3.8:1
Q1 2015/16	63,156	18,620	7077	11.2%	38.0%	29.5%	8.9:1	2.6:1	3.4:1
Q2 2015/16	56,989	19,349	8,352	14.7%	43.2%	34.0%	6.8:1	2.3:1	2.9:1
Q3 2015/16	55,670	19,771	11,604	20.8%	58.7%	35.5%	4.7:1	1.7:1	2.8:1
Q4 2015/16	58,386	18,153	9,980	17%	54.9%	31.1%	5.8:1	1.8:1	3.2:1
2015/16 YTD	234,201	75,893	37,013	**15.8%**	48.7%	32.4%	6.3:1	2:1	3:1

In Q4 the attrition rate achieved of crimes reaching an outcome compared to the total number of crimes reported to Action Fraud was 17%. The average attrition rate in 2015/16 is 15.8%, Q4s rate was an improvement upon this.

It should also be noted that the cumulative attrition rate of 2015/46 (15.8%) is a significant improvement upon the cumulative attrition rate of 2014/15 (9.4%).

MEASURE 12	The number of complaints against Action Fraud			
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. Reducing complaints of this nature will indicate the extent that Action Fraud is listening to victim needs and improving service levels.			
DEFINITIONS	"**Overall number 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. **Types of complaints received:** (1) **Lack of update** – When the victim hasn't been updated on the status of their report, (2) **Dissatisfaction with a letter received** – No satisfied with the content/tone of status update letters (3) **Quality of communication with the contact centre** – Poor standards of service (4) **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	PMG will receive monthly reports of the number of fraud reporting victims that have submitted a complaint, the number of complaints resolved and the outstanding number **GUIDE:** **IMPROVING**: Reducing trend **STABLE:** increasing trend for 1 - 2 months **DETERIORATING**: Systemic increasing trend (3 consecutive monthly increases)			
ASSESSMENT	**QTR 1 STABLE**	**QTR 2 DETERIORATING**	**QTR 3 STABLE/ IMPROVING**	**QTR 4 STABLE/DETERIORATING**

NOTE: The force hosted Action Fraud from 2014/15, therefore there is no data available for 2013/14

Full information on this measure is provided on the following page:

AF complaints (received via PSD and MPs' letters)													
Months		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Complaints via PSD and MPs' letters	Complaints received 2014/15	7	10	15	21	21	23	28	33	24	20	24	15
	New complaints received 2015/16	**13**	**16**	**16**	**18**	**26**	**38**	**21**	**38**	**18**	**22**	**33**	**30**
	Cumulative total complaints 2015/16	13	29	45	63	89	127	148	184	204	226	259	289
	Complaints resolved.	12	11	11	31	10	34	31	36	27	24	32	20
	Complaints outstanding	1	10	14	9	25	29	29	21	19	9	15	14
New MPs' letters received		7	2	9	10	11	18	8	20	10	9	104	119
Cumulative total MPs' Letters received		7	9	18	28	39	57	65	85	95	104	9	23
MPs' letters resolved.		16	8	8	17	6	17	3	16	11	9	14	6
MPs' letters outstanding		0	2	1	2	5	6	9	9	14	14	9	15

88 new complaints were received regarding Action fraud during the 4th quarter. This is an increase on the 77 complaints the previous quarter, however, over the year the levels have been assessed as stable. It should be noted that Action Fraud received 90,992 crime and information reports during the quarter. The percentage of complaints made compared to reports made was therefore only **0.1%.**

The most common cause of complaint in this quarter was a perceived lack of investigation into a reported crime. This is a continuation of the quarter, where lack of investigation also caused the highest number of complaints.

Category of complaint (Via PSD and MP letters).	**Volume of complaints Qtr 4 2016**		
	January	**February**	**March**
Lack of Investigation.	4	12	8
Lack of dissemination.	3	2	4
No update.	11	6	7
Longer than 28 days with no update.	0	1	0

Other.	4	12	11

MEASURE 13	**Level of the National Lead Force's return on investment**
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	"**Return** ": - The value of money saved by ECD activities **"Investment** ":- The total amount of money spent on ECD activities "**Return on investment"**:- The amount of money saved by ECD for every pound of money spent
MEASUREMENT	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. The elements that constitute savings include; 1. Projected monetary value of future fraud loss saved by disrupting technological enablers of crime 2. The pound value of criminal asset denial through to recovery 3. Projected pound value of future fraud loss saved by ECD Enforcement Cases **GUIDE:** **IMPROVING**: Increasing value of ROI **STABLE:** Decreasing trend (within 20% tolerance) **DTERIORATING:** Systemic decreasing trend (consecutive quarterly decreases)

ASSESSMENT	**QTR 1 IMPROVING**	**QTR 2 IMPROVING**	**QTR 3 IMPROVING**	**QTR 4 DETERIORATING**

	Q1	Q2	Q3	Q4
ROI 2013/14	*Data not collected for 2013/14*			
ROI 2014/15	£45.70	£57.67	£60.33	£23.51
ROI 2015/16	£37.49	£61.38	£61.68	£19.60

The ROI figure for Q4, whilst much lower than the previous two quarters, but is similar to the figure for Q4 the previous year. The Q2 and Q3 amounts were very high due to the number of qualifying cases in those quarters and the fact that one of the cases alone recovered over £4m. The comparatively low amount for Q4 has been compounded by the fact that during that quarter, the decrease of the ROI is attributed to the "future fraud saved by ECD enforcement cases" portion of the savings element of the calculation. The overall volume and value of cases that qualified for this savings element of the calculation within quarter 4 was significantly lower than the previous two quarters, hence the low value. One quarter's ROI value is not enough to establish whether this is likely to develop into a cause for concern. Given it mirrors the situation in 2014/15, the figure may well recover in Q1 of 2016/17.

MEASURE 14	The value of fraud prevented through interventions			
AIM/RATIONALE	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).			
MEASUREMENT	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. A systemic reducing trend is one that reduces for 3 or more consecutive months. **IMPROVING:** Increasing trend **STABLE:** Within 15% of the monthly average (£26m - £35m) **REQUIRES ACTION:** Systemic reducing trend or greater than 15% reduction to the monthly average			
ASSESSMENT	**QTR 1 IMPROVING**	**QTR 2 IMPROVING**	**QTR 3 IMPROVING**	**QTR 4 IMPROVING**

	Apr 15	May 15	Jun 15	Jul 15	Aug 15	Sep 15	Oct 15	Nov 15	Dec 15	Jan 16	Feb 16	Mar 16
Total value of confirmed Fraud enabler disruptions	**£33,421,826**	**£23,699,676**	**£36,113,674**	**£22,229,742**	**£35,248,266**	**£38,216,154**	**£39,582,028**	**£28,070,260**	**£30,336,018**	**£33,304,122**	**£30,591,442**	**£30,283,006**
Total value of confirmed Fraud enabler disruptions in 2014-15	£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	£28,742,756	£33,046,518	£29,735,402
Cumulative 2014-15	£30,991,692	£66,702,820	£87,060,448	£130,141,296	£156,863,602	£183,265,026	£219,750,364	£240,546,528	£278,137,374	£306,880,130	£339,926,648	£370,512,050
Cumulative 2015-16	**£33,421,826**	**£57,121,502**	**£93,205,176**	**£115,434,918**	**£150,713,184**	**£188,929,338**	**£228,511,366**	**£256,581,626**	**£286,917,644**	**£323,361,766**	**£353,953,208**	**£384,236,214**

NOTE: Data for 2013/14 not available

Cumulatively in 2015/16 the total value of fraud enabler disruptions is £384,236,214 this is a 4% increase on the total value of 2014/15.

MEASURE 15	The percentage of victims of fraud who are satisfied with the Action Fraud reporting service			
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 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.			
MEASUREMENT	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. **GUIDE:** Over the course of 2014-15 the Force achieved an average satisfaction level of 92% with little monthly variation.			
ASSESSMENT	QTR 1 STABLE	QTR 2 See commentary	QTR 3 See commentary	QTR 4 See commentary

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Number of reports (crime and Information) to AF in period	32,009	34,547	37,295	34,050	27,688	29,101	30,312	27,813	27,281	29,571	29,935	31,486
Combined On-line and automated telephone surveys % of victims satisfied with service in period	92.00%	92.09%	91.87%	90.66%	Not Available	Not Available	Not Available	Not Available	Not Available	Not Available	Not Available	Not Available
Cumulative combined On-line and automated telephone surveys % of victims satisfied with service in period	92.00%	92.05%	91.99%	91.65%	Not Available	Not Available	Not Available	Not Available	Not Available	Not Available	Not Available	Not Available
Trend	➔	➔	➔	➔	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

SDU commentary:

Action Fraud satisfaction data collected via the automated telephone service is not available for the months of August and September. This is due to the fact that Concentrix are not yet set up to record and measure satisfaction.

MEASURE 16	The level of Force compliance with requirements under the Strategic Policing Requirement			
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	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 **IMPROVING:** An increasing number of toolkits fully up to date and all recommendations on track to be delivered within due date compared to the previous quarter **STABLE:** Toolkits completed or up to 1 month overdue **DETERIORATING:** : Toolkits not complete and/or recommendations not implemented by due date			
DATA SOURCE	Strategic Development			
ASSESSMENT	**QTR 1 STABLE**	**QTR 2 STABLE**	**QTR 3 STABLE**	**QTR 4 STABLE**

Toolkits

Counter Terrorism	Current (review due June 2015)	**REVIEWED - SATISFACTORY**
Serious Organised Crime	Current (review due November 2015)	**Reviewed SATISFACTORY**
Large Scale Cyber Incident	Current (review due January 2016)	**Reviewed SATISFACTORY**
Civil Emergencies	Current (review due September 2015)	**Reviewed SATISFACTORY**
Public Order	Current (review due September 2015)	**Reviewed SATISFACTORY**
Child Sexual Abuse	No toolkit yet produced	**SATISFACTORY***

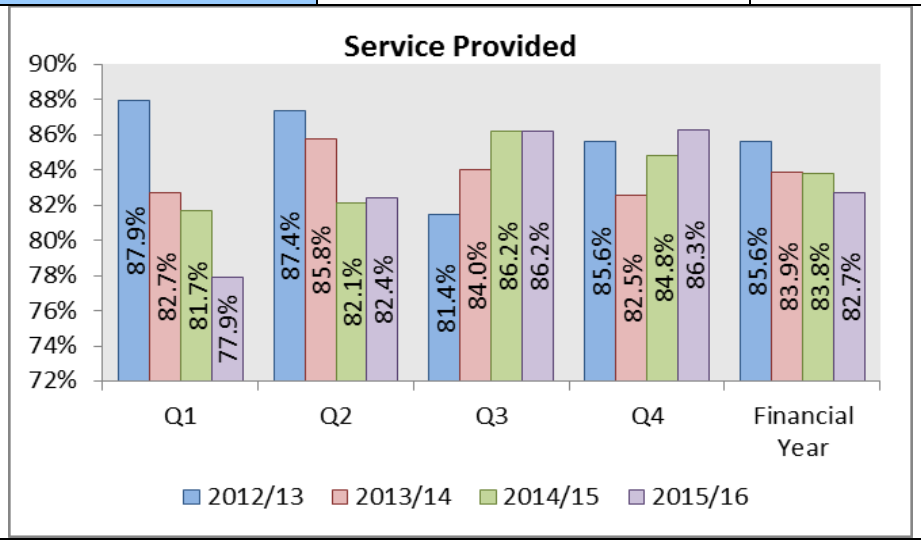
HMIC Reports

SPR (National)	6 recommendations, all implemented, 0 outstanding
SPR (City of London)	No separate recommendations made
Public Order	No separate recommendations made
Cyber Crime	No separate recommendations made

NOTE: New measure for 2015/16 therefore no historical data for 2013/14 and 2014/15

*A preparedness review of child sexual abuse has taken place and was reported to the June SMB, however that will need to be reviewed when a CSA assessment toolkit is produced by the College of Policing (date currently unknown).

MEASURE 17	Levels of satisfaction of victims of crime with the service provided by the city of London police.			
AIM/RATIONALE	The aim of this measure is to provide the Force with 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.			
DEFINITIONS	"Victim of crime" are victims of violent crime (except sexual offences), vehicle crime, acquisitive crime and criminal damage			
MEASUREMENT	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. **GUIDE**: Over 2014-15 the average for whole experience was 84.1%. 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 **IMPROVING:** Increasing trend **STABLE:** 80% - 84% **DETERIORATING:** Less than 80% or reducing trend			
ASSESSMENT	QTR 1 DETERIORATING	QTR 2 STABLE/IMPROVING	QTR 3 – STABLE	QTR 4 – STABLE



Q4 2015/16:
Ease of contact: 96.2% (100/104)
Actions Taken: 81.2% (112/138)
Follow Up: 79.9% (111/139)
Treatment: 97.1% (134/138)
Service Provided: 86.3% (120/139)

2015/16 Financial year:
Ease of contact: 92.0% (458/498)
Actions Taken: 77.5% (502/648)
Follow Up: 81.7% (530/649)
Treatment: 93.8% (609/649)
Service Provided: 82.7% (539/652)

MEASURE 18	**The percentage of people surveyed who believe the police in the City of London are doing a good or excellent job**
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	The measure will be assessed by an annual 'customer' survey conducted for the customer work stream 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. **GUIDE: IMPROVING:** Increasing trend **STABLE:** 85% - 90% **DETERIORATING:** Less than 85% or reducing trend **Note: data for this survey was provided by the street survey, which has been discontinued. At the end of the 2014/15, the average 87.6%.**
DATA SOURCE	Customer Satisfaction Survey
ASSESSMENT	**DETERIORATING**

The survey was completed during November/December and had 371 respondents.

The percentage of people surveyed who believed the police in the City of London are doing a good or excellent job was **80.19%.** Of those that expressed a preference only 7.53% were dissatisfied with how the City of London is policed

Committee(s):	**Date(s)**:
Police: Performance and Resource Management Sub Committee Police	31st May 2016 30th June 2016
Subject: City of London Police: Risk Register	**Public**
Report of: Commissioner of Police Pol 23-16	**For Information**

Summary

The Force Strategic Risk Register has been reviewed as part of the quarterly assurance process maintained within the Force with notable amendments to the register as follows:

1) **SR 16: Continued pressure on funding streams reducing overall budget**. This risk has been formally closed after review by Director of Finance as it was felt it no longer adequately reflected the Force position around budget and the risk had evolved. (Since this risk has been reviewed there have been developments in the Force budget position which will be debated at the next Risk and Business Continuity group on the 20th May 2016, an update of this will be provided verbally at the Sub Committee).

2) **SR 23: Force unable to dynamically respond to funding stream changes**. This is a new risk added to the register to replace SR 16. Information supplied by Director of Finance was used to reformulate the Force financial risk to reflect current position and work undertaken within finance to create a clear picture of Force budget position.

3) **SR 20: Policy approval and management process leaves Force open to potential litigation**. This risk was closed as a strategic risk and will be managed locally within the Chief Officer risk register. It was felt that the increased oversight provided by PMG and the improvement in force position meant that this risk was now being effectively managed. This risk had been assessed as Green for a number of quarters and the decision to remove from the strategic risk register reflected the improvement in position.

RECOMMENDATION

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

Main Report

BACKGROUND

1. The Force Strategic Risk Register remains monitored on a quarterly basis. In March 2016 our risk and business continuity groups were merged into a single meeting to cover both agendas and ensure the clear link between risk management and business continuity was maintained to further join the management of these Governance processes together.

2. This report sets out the position of the Force Strategic Risk Register following the Risk Assurance Group held on 15th March 2016. The risk register has been amended and updated following this meeting and reported to SMB for oversight on the 26th April. The current position of the Force risk profile is reflected within this report for members' information.

CURRENT POSITION

3. In accordance with the City of London Corporation's responsibilities as a police authority, it is appropriate that your Committee is made aware of critical risks, which may impact on service delivery or performance, together with any plans to eliminate or mitigate critical risks, and the changing risk profile of the Force. WE therefore present the current position of our risk register for Committee to note.

4. The Force has initiated a risk assurance process to provide oversight to the risk register cascade and to provide a forum for the Assistant Commissioner to actively question all risk registers within the Force and allow Directors to collectively assess their risks and control measures. This aims to provide a top-down and bottom-up approach to the management of risk. This process is reviewed each year and refined where appropriate to ensure it remains fit for purpose and provides sound oversight to the risk process.

5. The assurance meetings have taken place on a quarterly basis since the 3rd May 2011. The last meeting to be held was chaired by the Assistant Commissioner on the 15th March 2015, where the Force risk profile for 2016/17 was reviewed, setting out the risk assumptions of the Force for the new financial year.

6. The Strategic Risk Register continues to be supported by a cascade of Directorate risk registers that are maintained and reviewed by Directors in support of the delivery of their portfolio business plans. Significant risks from Directors areas that they define as unmanageable by them alone are also discussed at the Risk Assurance Group to add information, where appropriate, to the Force risk profile. The position of the Force risks as at 4th May 2016 is detailed below:

Force Strategic Risk Profile Summary

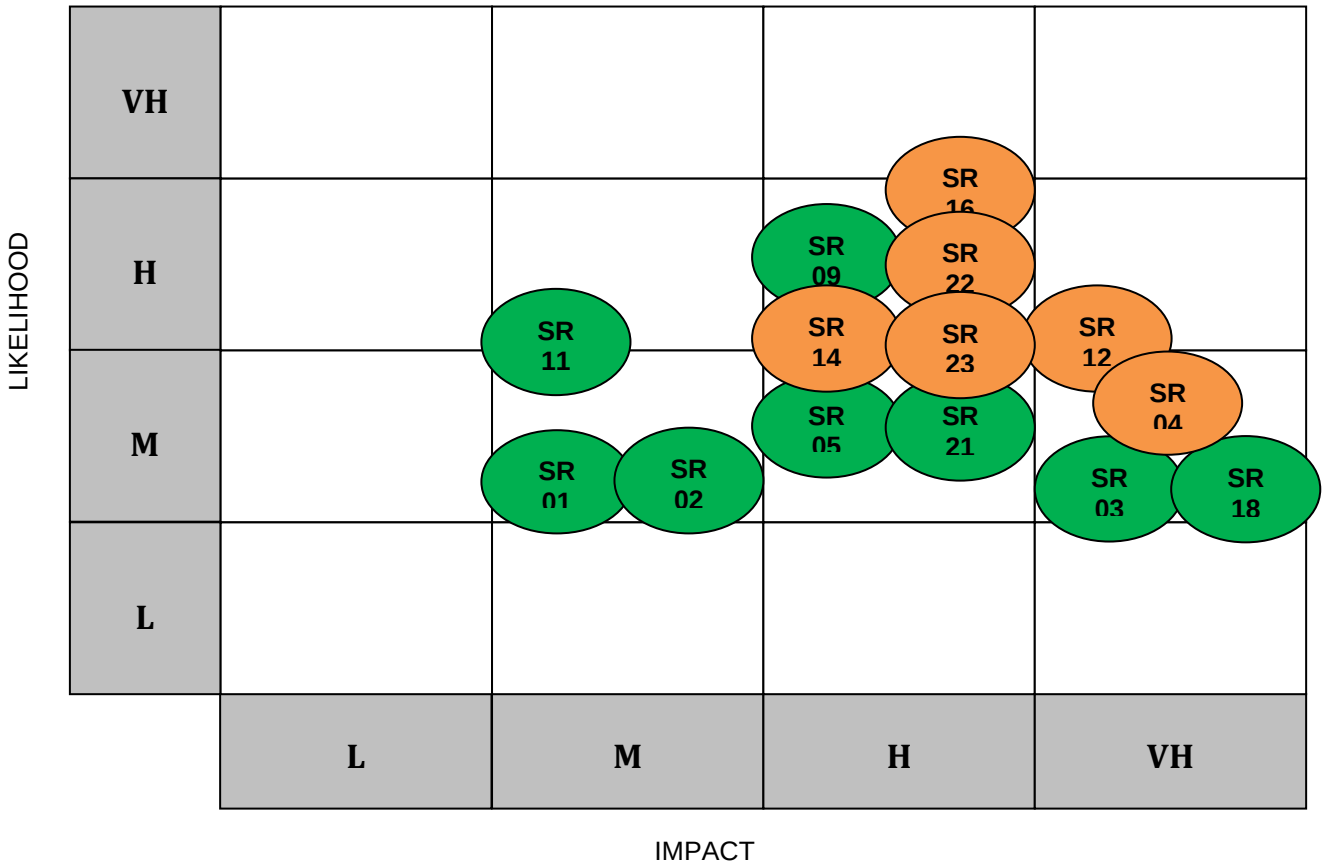
FORCE STRATEGIC RISK SUMMARY		Previous				Current				Trend			Control
Ref	Description	I	L	C	RM	I	L	C	RM	I	L	C	Colour
SR 01	Inadequate response to terrorism within the City	M	L	1	2	M	L	1	2	➡	➡	➡	GREEN
SR 02	Reduction in public confidence in the Force as a result of terrorist attack against City	M	L	2	4	M	L	2	4	➡	➡	➡	GREEN
SR 03	Inadequate management of a high profile event	VH	L	2	8	VH	L	2	8	➡	➡	➡	GREEN
SR 04	Underperforming as Lead Force for Economic Crime	VH	M	2	16	VH	M	2	16	➡	➡	➡	AMBER
SR 05	Reduction of staff morale/well-being	H	M	2	12	H	M	2	12	➡	➡	➡	GREEN
SR 09	Delivery of new Force Estate	H	H	1	12	H	H	1	12	➡	➡	➡	GREEN
SR 11	Delivery of Policing Plan Priorities and Measures	M	M	2	8	M	M	2	8	➡	➡	➡	GREEN
SR 12	Reduction of ECD external funding streams	VH	M	2	16	VH	M	2	16	➡	➡	➡	AMBER
SR 14	IT Business Continuity	H	M	3	18	H	M	3	18	➡	➡	➡	AMBER
SR 16	Impact of continued savings on Force Capability	H	H	3	27	H	H	3	27	➡	➡	➡	AMBER
SR 18	Vulnerability of Force IT network security being compromised	VH	M	2	16	VH	L	2	8	➡	⬇	➡	GREEN
SR 21	Inadequate response to a cyber investigation	H	M	2	12	H	M	2	12	➡	➡	➡	GREEN
SR 22	Rapid pace and scope of transformational change impacts on Force services, capability and functions	H	H	3	27	H	H	3	27	➡	➡	➡	AMBER
SR 23	Force unable to dynamically respond to funding stream changes	-	-	-	-	H	M	3	18	-	-	-	AMBER

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

Current Closed Risks May 2016

SR 06	Failure to contain expenditure within agreed budgets	**CLOSED 14/08/12**
SR 07	Increased dissatisfaction with quality & delivery of service to community.	**CLOSED 04/03/13**
SR 08	Adverse Impact of Jubilee, Torch Relay, Olympic & Paralympics Policing on Force capability.	**CLOSED 21/11/12**
SR 10	Delivery of Fraud Academy	**CLOSED 28/11/12** **To be managed at Directorate level**
SR 15	Delivery of IAMM (Information Assurance Maturity Model)	**CLOSED 03/12/13** **To be managed at Directorate level**
SR 13	Department Staff Vacancies affecting ICT Business Continuity	**CLOSED 31/07/14** **Reflecting SMB decision 16/07/14**
SR 19	Failure in Provision of Custody Services	**CLOSED 25/08/15**
SR 17	Continued pressure on funding streams reducing overall Force budget	**CLOSED 15/03/16**
SR 20	Policy approval and management process leaves Force open to potential litigation	**CLOSED 15/03/16** **To be managed at Directorate level**

CONTROL ASSESSMENT MAY 2016



7. The Force Risk Assurance Group discussed the risk profile in detail at their last meeting, details of the existing risks are provided below for reference:

8. There were three main changes to the Force risk profile during the review at the last risk and business continuity meeting; these were:

- **SR 16: Continued pressure on funding streams reducing overall budget**. This risk has been formally closed after review by Director of Finance as it was felt it no longer adequately reflected the Force position around budget and the risk had evolved. (Since this risk has been reviewed there have been developments in the Force budget position which will be debated at the next Risk and Business Continuity group on the 20th May 2016, an update of this will be provided verbally at the Sub Committee).

- **SR 23: Force unable to dynamically respond to funding stream changes**. This is a new risk added to the register to replace SR 16. Information supplied by Director of Finance was used to reformulate the Force financial risk to reflect current position and work undertaken within finance to create a clear picture of Force budget position.

- **SR 20: Policy approval and management process leaves Force open to potential litigation**. This risk was closed as a strategic risk and will be managed locally within the Chief Officer risk register. It was felt that the increased oversight provided by PMG and the improvement in force position meant that this risk was now being effectively managed. This risk had been assessed as Green for a number of quarters and the decision to remove from the strategic risk register reflected the improvement in position.

9. These reflect the main discussions of the risk and business continuity meeting that made changes to the risk profile.

10. Details of the existing risks within the register are provided for an overview of position.

- **SR 01: Inadequate response to terrorism within the City**: This is a long standing risk within the strategic risk register that is maintained to ensure that the Force has sound oversight on this priority area. The controls and assessment are robustly reviewed at the risk and business continuity group to ensure that the Force retains sufficient capability to effectively mitigate this risk.

- **SR 02: Reduction in public confidence in the Force as a result of a terrorist attack against the City**: As with SR 01 this risk is retained on the risk register to ensure corporate oversight is maintained. This risk is reviewed to ensure controls remain current and the Force is in a position to effectively mitigate the risk should it be realised.

- **SR 03: Inadequate management of a high profile event**: This risk is substantially managed within the register and as with the previous 2 is maintained to ensure the Force retains oversight and regularly reviews controls in this area to ensure it is prepared should the risk be realised.

- **SR 04: Underperforming as Lead Force for Economic Crime**: While still reported as Amber this risk position has been reviewed and refined within year to reflect all the work undertaken to mitigate it.. This reflects an improving position and rising maturity of Force controls to manage this risk. While still scored as Amber this risk is being managed towards Green as performance is closely monitored within ECD and controls continue to become more robust.

- **SR 05: Reduction of staff morale/well-being**: This risk allows the Force to track how staff morale is being managed and if there is the potential for a negative impact on services delivered. While currently scored Green this risk may be influenced by the future staff survey and will be re-assessed as the structural changes within Corporate services are made and embedded.

- **SR 09: Delivery of new Force Estate**: this risk provides oversight to any potential issues with implementing the accommodation project. It is currently scored as Green but will

be re-assessed once the next phase of the programme commences.

- **SR 11: Delivery of Policing Plan Priorities and Measures**: This risk covers the ability of the Force to deliver its in-year priorities. Should adverse performance issues be highlighted at PMG that impact a number of measures this risk will be reassessed. This will be refreshed at 1st April to take into account the 2016/17 Policing Plan.

- **SR 12: Reduction of ECD external funding streams**: While still reported as Amber this risk has been reviewed extensively within yea and reflects an improved position from the start of the year with the maturity of controls and assessment of position.

- **SR 14: IT Business Continuity**: The implementation of IAAS will significantly improve the position of this risk and at the time of writing this process is nearing completion with the server moves taking place. Once this has been completed the risk will be re-assessed to reflect the improved position within Force.

- **SR 16: Impact of continued savings on Force Capability**: This risk reflects the current financial challenges facing the Force and how this may impact on our capability to deliver the core policing services we are required to provide within the City. This is currently scored as Amber reflecting the current financial situation, although a balanced budget has been forecast for next year there are continued financial pressures which could impact on our ability to deliver services.

- **SR 18: Vulnerability of Force IT network security being compromised**: This risk is now scored as Green having started the year as Amber. This reflects the discussions and work under taken at IMB and shows the security work that continues to ensure the integrity of the Force IT network is maintained.

- **SR 21: Inadequate response to a cyber investigation**: The inclusion of this risk reflects the increased profile of Cyber Crime and ensures that the Force retains oversight of its capability to manage this crime threat and respond accordingly.

- **SR 22: Rapid pace and scope of change impacts on Force services, capability and functions**: This risk was raised by the Commissioner for inclusion in the risk register last year to ensure the Force managed the amount of change it was going through effectively and had strategic oversight of this change within the risk profile. It is currently assessed as Amber reflecting the scope and extent of the change facing the Force.

- **SR 23: Force unable to dynamically respond to funding stream changes**: This is the new risk raised to replace SR 17 reflecting the work undertaken within finance to define and balance the budget for next financial year.

11. The next risk and business continuity group is scheduled for the 20th May where the risk profile will be discussed before the next scheduled meeting with the Police Committee risk lead.

OTHER SIGNIFICANT IMPLICATIONS

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

CONCLUSION

13. The risk profile of the Force is continually reviewed and updated quarterly by the Force Risk Assurance Group. The Police Committee are kept informed of the Force Risk Profile to ensure they are briefed of new and emerging risks and any significant change in existing risk scores as part of the Force's assessment of its own risk profile.

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Appendix A: Force Risk Scoring Criteria

Appendix A

FORCE RISK SCORING CRITERIA

IMPACT ASSESSMENT TABLE

	Impact Level			
Risk Area	**Low**	**Medium**	**High**	**Very High**
Financial	Can be managed within service budget. **Or** – Results in a financial loss of £10K or less to the Force.	Can be managed within overall budget. **Or** – Results in a financial loss of £50K or less to the Force.	Will need major budgetary re-allocations and / or savings. **Or** – Results in a financial loss of between £50K - £250K to the Force. **Or** – Up to 10% of budget. (Which ever is smaller)	Will need to borrow - a major financial threat. **Or** – Results in a financial loss of over £250K to the Force. **Or** – Up to 25% of budget. (Which ever is smaller)
Health & Safety	Incident resulting in minor cuts and bruises.	Incident resulting in broken limbs.	Incident resulting in hospitalisation.	Incident causing widespread injuries and/or deaths.
Reputation	Cursory mention in local press and/or government / audit reports.	Definite adverse mention in press and/or government / audit reports.	Front page on the Standard, possibly national press.	National and possibly international interest or questions asked in parliament.
Planning/Service Delivery	Minimal impact on service delivery. **Or** – Minor impact on Divisional plan achievement.	Significant impact on service delivery. **Or** – Disruption on Divisional plan achievement. **Or** – Minor impact on Force plan achievement	Major impact on service delivery. **Or** – Failure of a Divisional plan. **Or** – Disruption of the Force plan.	Catastrophic impact on service delivery. **Or** – Failure of the Force plan.
Project	Has the potential to materially affect a stage of the project. **Or** – Has a minor short-term impact on the delivery of a project stage.	Has the potential to cause weakness to the ability to complete a project stage within identified resources. **Or** – Has a moderate term or medium term impact on the ability of the project to be completed.	Has the potential to cause the failure of one of the project stages. **Or** – Has a large short-term or longer-term impact on the delivery of the project. **Or** – Impacts upon the delivery of associated projects.	Has the potential to cause the failure of the project. **Or** – Could cause other Force projects to fail.
Business Continuity	Has the potential to materially affect a Divisional output. **Or** – Minor impact on Force outputs. **Or** – Minor Impact on the ability of the Force to undertake its statutory duties.	Has the potential to disrupt a Divisional output. **Or** – Has the potential to materially affect a Force output. **Or** – Materially affects the ability of the Force to undertake its statutory duties.	Has the potential to cause a Divisional Output to fail. **Or** – Has the potential to disrupt a Force output. **Or** – Disrupts the ability for the Force to undertake its statutory duties.	Has the potential to cause the outputs of the Force to fail. **Or** – Serious disruption/impairment to Force capability/outputs. **Or** – Could cause the Force to fail to undertake its statutory duties.
Security	Could cause distress to individuals. **Or** – Loss of Force earning potential.	Has the potential to affect diplomatic relations. **Or** – Loss of earning potential to the City of London. **Or** – Prejudice individual security.	Has the potential to threaten life directly. **Or** – Facilitates the commission of serious crime. **Or** – Disrupt significant operations. **Or** – Significant loss of earnings to City of London.	Has the potential to affect the internal stability of the UK. **Or** – Cause widespread loss of life. **Or** – Raise international tension. **Or** – Threaten National finances.

LIKELIHOOD ASSESSMENT TABLE

Likelihood Probability			
Low	**Medium**	**High**	**Very High**
Negligible risk A probability of less than 30% of the risk occurring. Or This risk is a remote risk and it is envisaged that this may occur within a timescale of 4 years or more	Possible risk A probability of between 30-70% of occurring. Or This is a risk that could occur in less than 4 years but in more than 2.	Probable risk A probability of between 70-85% of being realised. Or This risk is likely to occur in a timescale of no more than 2 years.	Certain risk A probability of 85% or more of occurring. Or It is likely that the risk will be realised within a twelve month period

RISK MATRIX TABLE

LIKELIHOOD	**VH**	**7**	**11**	**14**	**16**
	H	**4**	**8**	**12**	**15**
	M	**2**	**5**	**9**	**13**
	L	**1**	**3**	**6**	**10**
		L	**M**	**H**	**VH**

Key: L= Low, M=Medium, H= High, VH= Very High

Control Assurance within the Risk Register

The Strategic Risk Register is contains the Corporate risks identified for the Force. Each risk has a suite of identified controls that have been scored individually following the criteria below:

Control levels

4) **None**: Although controls are being worked on there are none in place to mitigate the risk at this time.

3) **In Place**: Control measures have been introduced for the risk but there is no assurance as to their effectiveness, they remain untested.

2) **In Place & Tested**: Control measures have been introduced for the risk and they have undergone assurance testing. Additional measures or improvements have been identified but not implemented.

1) **Comprehensive & Tested**: Control measures have been introduced for the risk and they have undergone assurance testing, where appropriate improvements and additional controls have been implemented. There are currently no additional measures identified to mitigate the risk more effectively.

This score is reflected within the document next to each control assessed.

Force Risk Multiplier Numbers

Impact		Likelihood		Control	
Low	1	Low	1	Comprehensive & Tested	1
Medium	2	Medium	2	In Place & Tested	2
High	3	High	3	In Place	3
Very High	4	Very High	4	None	4

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