



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

**Date:** WEDNESDAY, 30 NOVEMBER 2016

**Time:** 11.30 am

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

**Members:** Deputy Douglas Barrow (Chairman)  
Nicholas Bensted-Smith  
Alderman Alison Gowman  
Alderman Ian Luder  
Deputy Henry Pollard (Ex-Officio Member)  
Lucy Sandford  
Deputy James Thomson  
Kenneth Ludlam  
Lucy Sandford

**Enquiries:** Charlotte Taffel  
Tel: 0207 332 3801  
[charlotte.taffel@cityoflondon.gov.uk](mailto:charlotte.taffel@cityoflondon.gov.uk)

**Lunch will be served in the Guildhall Club at 1pm  
N.B. Part of this meeting could be the subject of audio or visual 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 7 September 2016.

**For Decision**  
(Pages 1 - 4)

4. **OUTSTANDING REFERENCES**

Report of the Town Clerk.

**For Information**  
(Pages 5 - 6)

5. **INTERNAL AUDIT UPDATE REPORT**

Report of the Chamberlain.

**For Information**  
(Pages 7 - 20)

6. **CITY OF LONDON DOMESTIC ABUSE ACTION PLAN UPDATE**

Report of the Commissioner of Police.

**For Information**  
(Pages 21 - 46)

7. **2ND QUARTER PERFORMANCE AGAINST MEASURES SET OUT IN THE POLICING PLAN 2016-19**

Report of the Commissioner of Police.

**For Information**  
(Pages 47 - 80)

8. **HMIC INSPECTION UPDATE**

Report of the Commissioner of Police.

**For Information**  
(Pages 81 - 102)

9. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
10. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
11. **EXCLUSION OF THE PUBLIC**

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

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

12. **NON-PUBLIC MINUTES**

To agree the non-public minutes held on 7 September 2016.

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

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**

This page is intentionally left blank

## PERFORMANCE AND RESOURCE MANAGEMENT SUB (POLICE) COMMITTEE

Wednesday, 7 September 2016

Minutes of the meeting of the Performance and Resource Management Sub (Police) Committee held at the Guildhall EC2 at 11.30 am

### Present

#### Members:

Deputy Douglas Barrow (Chairman)	Lucy Sandford
Alderman Alison Gowman	Kenneth Ludlam
Alderman Ian Luder	

#### Officers:

Amanda Thompson	-	Town Clerk's Department
Alex Orme	-	Town Clerk's Department
Oliver Bolton	-	Town Clerk's Department
Hayley Williams	-	City of London Police
Neil Davies	-	Town Clerk's Department
Pat Stothard	-	Head of Internal Audit and Risk Management
Caroline Al-Beyerty	-	Chamberlain's Department
Alistair Sutherland	-	Assistant Commissioner, City of London Police
Barbara Giles	-	Head of HR - City of London Police
Stuart Phoenix	-	City of London Police

#### 1. **APOLOGIES**

Apologies for absence were received from Nicholas Bensted-Smith, Deputy Henry Pollard and Deputy James Thomson.

#### 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 31 May 2016 be approved.

#### Matters Arising

#### 5. Internal Audit Update Report

The Chairman reported that there had been some additional discussion and a question concerning why there was no disaster recovery in place which was not detailed in the minutes, and which the Assistant Commissioner had agreed to look into with the possibility of obtaining testing dates. The AC explained that there was an up to date position in terms of the disaster recovery (as the

Internal Audit Report provides a historical position) and he would circulate the update to Members.

In relation to the question concerning whether or not the Governance Framework review completion date of 31 March 2017 could be brought forward, the Chamberlain advised that the completion date was now 31 December 2016.

#### 4. **OUTSTANDING REFERENCES**

RESOLVED – That the list of Outstanding References be noted and updated.

##### CoLP Communications Team

The Commissioner gave assurance that a process was now in place to ensure website data was updated regularly.

#### 5. **INTERNAL AUDIT UPDATE REPORT**

The Sub-Committee received a report of the Chamberlain updating on the work of Internal Audit that had been undertaken for the CoLP since the last report in May 2016.

The Sub-Committee was informed that work on the City of London Police 2015-16 planned internal audits had been completed; eight full reviews, one compliance review, and one brought forward from 2014/15 had been completed to final report stage. There were three 2015-16 audits which had been given a Red assurance level, one of which, Police Officers' Use of Fuel Cards, had been issued since the last report in May 2016.

In response to a question concerning why there was no indication of which recommendations had been actioned, the Sub-Committee was advised that the time lapse between the report going to the Audit and Risk Committee and then the Performance Management Sub-Committee meant that it was always slightly out of date however it was suggested that an update to the report could be circulated.

Members raised a number of questions regarding recommendations which were overdue and asked that any slippage in implementation be reported and included in the update to be circulated.

RESOLVED – That the report be noted.

#### 6. **1ST QUARTER PERFORMANCE AGAINST MEASURES FOR 2016 -17 AS SET OUT IN THE POLICING PLAN 2016-19**

The Sub-Committee received a report of the Commissioner of Police summarising performance against the measures in the Policing Plan 2016-19 for the period 1<sup>st</sup> April 2016 to 30<sup>th</sup> June 2016.

The Sub-Committee questioned the lack of data available regarding measure 16 Action Fraud satisfaction which could be reputation damaging. The AC undertook to take this back to discuss with Cdr Greany. Members also queried, why the number of disposals for unmanned enforcement activity was shown as

'deteriorating' for this quarter, the reasons why 'Violence without Injury' was increasing and what was the capacity and capability of the CoLP to deal with the threat posed by Cyber Crime.

RESOLVED – That the report be noted.

**7. HMIC INSPECTION UPDATE**

The Sub-Committee received a report of the Commissioner of Police which provided an overview of the CoLP's response to Her Majesty's Inspectorate of Constabulary's (HMIC) continuing programme of inspections and published reports.

The Chairman acknowledged that the Summary section partially addressed his previous request but requested a synopsis of the number of recommendations, how many implemented and how many were still outstanding.

In relation to 'Missing Children: who cares' several Members asked if the Multi Agency Sexual Exploitation (MASE) meetings should be attended by Members of the Sub-Committee and it was agreed that this would be explored providing the meetings were not restricted. It was also agreed that a visit to the Public Protection Unit would be arranged for the Chairman and Lead Member for Public Protection and Safeguarding.

The Chairman asked that where dates had overran an update on the timescales should be given and the indicator 'red' rather than 'amber'.

In response to a question concerning an update on the 'Stop and Search' training, the Sub-Committee was advised that this was due to be reported to the Police Committee in November 2016.

A Member asked about the inspection on the tri-service review of joint emergency services and asked if this could be reported back to her directly.

RESOLVED – That the report be noted.

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

In response to a question concerning how quick the CoLP would be able to respond to a state of emergency in London if the majority of officers lived outside, the Commissioner advised that the number of senior officers required to be on duty at any one time had been increased and this was more of an issue for the Metropolitan Police.

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

There were no items of urgent business.

10. **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.

11. **CITY OF LONDON POLICE WORKFORCE PLAN**

The Sub-Committee received and noted a report of the Commissioner in relation to workforce planning.

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

There were no non-public questions.

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

There were no non-public urgent items.

**The meeting closed at 12.45 pm**

-----  
Chairman

**Contact Officer: Amanda Thompson  
tel. no.: 020 7332 3414  
amanda.thompson@cityoflondon.gov.uk**



## PEFORMANCE AND RESOURCE MANAGEMENT SUB (POLICE) COMMITTEE

### OUTSTANDING REFERENCES

No.	Meeting Date & Reference	Action	Owner	Status
1.	<b>24/2/2016</b> Item 5 Policing Plan Measures 2016-17	The Sub-Committee agreed to revisit and review the measure for Cybercrime after 6 months.	Police	This is a matter for Member consideration and discussion at this meeting as referenced in the Performance –v- measures report on the agenda.
2.	<b>7/9/2016</b> Item 6 1 <sup>st</sup> Quarter Performance against measures for 2016-17 as set out in the policing plan 2016-19	The Sub-Committee questioned the lack of data available regarding measure 16 Action Fraud satisfaction which could be reputation damaging. The AC undertook to take this back to discuss with Cdr Greany	Police	This was addressed in an e-mail note to Members which was sent through to the Town Clerk on the 3 <sup>rd</sup> November for circulation to Members.
3.	<b>7/9/2016</b> Item 6 1 <sup>st</sup> Quarter Performance against measures for 2016-17 as set out in the policing plan 2016-19	The Sub-Committee queried why the number of disposals for unmanned enforcement activity was shown as 'deteriorating' for this quarter, the reasons why 'Violence without Injury' was increasing and what was the capacity and capability of the CoLP to deal with the threat posed by Cyber Crime	Police	The number of unmanned enforcement activities was shown as deteriorating for the quarter because other priorities and taskings had taken precedence. The AC stated that he had commissioned a specific piece of work around violence without injury through force PMG and the Cyber Crime issue was included in the e-mail note as detailed above.

4.	<b>7/9/2016</b> Item 7 HMIC Inspection Update	The Chairman requested a synopsis of the HMIC inspection update including the number of recommendations, how many implemented and how many were still outstanding.	Police	This has been included in the report on the agenda-feedback welcome
5.	<b>7/9/2016</b> Item 7 HMIC Inspection Update	A Member asked about the inspection on the tri-service review of joint emergency services and asked if this could be reported back to her directly.	Police	An e-mail update was sent to Alderman Gowman and the Chairman on the 20 <sup>th</sup> October 2016 and acknowledged via the Town Clerk's officers.
6.	<b>7/9/2016</b> Item 11 Workforce Plan	Chairman requested that the final version be submitted to the November Sub Committee	Police	This has not been achieved. The AC is in discussion with the Chairman about this matter.

# Agenda Item 5

<b>Committee(s)</b>	<b>Dated:</b>
Performance and Resources Sub (Police) Committee	30 November 2016
<b>Subject:</b> Internal Audit Update Report	<b>Public</b>
<b>Report of:</b> The Chamberlain	<b>For Information</b>
<b>Report author:</b> 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 (CoLP) since the last report in September 2016.

Work is progressing on the 2016-17 planned internal audit work; there are seven full assurance audits included in the plan: three audits (CoLP Community Consultation, CoLP Policies and Procedures, and the Economic Crime Academy) have all been completed to Final Report Stage. The fieldwork for an audit of the CoLP Governance Framework and Performance Measures is in progress. The terms of reference has been issued for the planned audit of CoLP Budget Monitoring. The remaining two planned audits of Grants Received and Income Streams and Generation are planned to be completed by 31<sup>st</sup> March 2017.

The last report made to the September 2016 Committee included the results of the recent CoLP audit recommendations follow-up exercise. There were six outstanding recommendations, one Red rated, and five Amber rated, which were still outstanding at September 2016. Information has been received that two of these recommendations have now been implemented, leaving three outstanding recommendations, including one Red rated recommendation with a revised completion date of April 2017.

As previously agreed with your committee, where findings and recommendations impact on the City Police details will be reported at the next committee meeting. There are four planned corporate audits for 2016-17, work on these audits to date has not resulted in recommendations that impact on the City Police.

## Recommendation

Members are asked to:

- Note the report.

## **Main Report**

### **Internal Audit Plan 2016-17**

1. Two audits included within the 2016-17 internal audit plan have progressed to final report stage since the last update report to your committee made in September 2016: CoLP Policies and Procedures; and the Economic Crime Academy. The fieldwork for a further audit of Governance Framework and Performance Measures has been started. The terms of reference has been issued for a review of CoLP Budget Monitoring and it is envisaged that this review will be fully completed by 31<sup>st</sup> January 2017. The remaining two audits: Grants Received; and Income Streams and Generation are both planned to be completed by 31<sup>st</sup> March 2017. Details of all these audits and progress against the 2016-17 Internal Audit Plan are contained in Appendix 1.

### **CoLP Policies and Procedures (Amber Assurance Rating)**

2. Overall, the audit confirmed that there are good practices and controls in place in relation to the maintenance of Policies. There is scope, however, to improve arrangements to ensure that Policies cover all key business activities; this could be done by benchmarking Policies currently in circulation against those of other Forces. The audit also identified that the central log of policies maintained by the Governance and Assurance team is not always kept up to date; the team's Business Development Officer should periodically review the log of Policies to ensure it reflects the latest information.
3. The audit confirmed that Policies are readily accessible to Officers and Staff through the Police Force's intranet site. Further improvement to current arrangements could be made by ensuring that induction processes draw the attention of new Officers, Staff and Contractors to relevant Policies.
4. Whilst the audit identified instances of good practice to ensure that Policies are subject to regular review by appropriate officers and staff, there is scope for significant improvement in this area. As at the end of April 2016, 61 Standard Operating Procedures had not been subject to timely review, 48 of which had not been reviewed within a year of their set deadlines. To improve the timeliness of Policy review, the Head of Governance and Assurance should liaise with HR to explore the possibility of setting objectives in relation to reviewing Policies, as part of Directorate Heads' annual performance objectives. In addition, HR should also confirm that Directorate Heads' job descriptions include these tasks.
5. There are established arrangements in place for approving both new and revised Policies. Again, the audit identified areas for improvement relating to both the delegation and documenting of approval of new and revised Policies.
6. There are adequate arrangements in place in terms of change control; the arrangements ensure that new and revised Policies are uploaded to the intranet on a timely basis.

7. A total of six audit recommendations were made to deliver control improvements (one Amber and five Green rated) and the Commissioner has agreed to implement these by 31<sup>st</sup> December 2016.

<b>Recommendations</b>	<b>Red</b>	<b>Amber</b>	<b>Green</b>	<b>Total</b>
Number Made:	0	1	5	6
Number Accepted:	0	1	5	6

### **Economic Crime Academy (Amber Assurance Rating)**

#### Pricing

8. The Academy has a pricing structure based on full cost recovery and audit testing has confirmed that prices are calculated to achieve full cost recovery. However, the Academy has not achieved full cost recovery to date; this is attributed to the lack of trainers restricting the number of courses that can be provided, resulting in reduced income, as well as, costs for casually employed trainers and accommodation hire exceeding budget estimates. The Director has stated that she would prefer some flexibility to the pricing structure, whereby more discretion can be applied on pricing ad hoc courses. In order for the pricing structure to become more flexible, advice from the CoLP Head of Finance would be beneficial.

#### Cost Recovery

9. The 2016-17 and previous years' budgets have been set on the basis that the Academy is able to operate at full capacity. Total budgeted expenditure for 2016-17 is £1,001,000, and budgeted income is £1,000,000 (see Table One above), which results in an estimated net expenditure outturn of £1,000 at year end. It is, however, noted that past years' performance indicates that both expenditure and income are likely to be less than this. Although there has been a year-on-year improvement in performance (£31,000 net expenditure at year-end 2015-16, compared to £451,000 net expenditure at year-end 2014-15). There are a number of factors which have resulted in the outturn position each year. These are as follows:

- Staff vacancies;
- Hiring ad hoc trainers over and above budgeted costs;
- Additional costs of rented accommodation; and
- Reduced income due to inability to run courses.

The Academy currently produces a range of indicators for management information presented to the Economic Crime Academy Steering Group, including: income levels; courses delivered; and course attendance figures. Audit testing revealed that not all of this information had been completed for 2015-16. It was noted that indicators record trend year on year and that there are no targets, for example

income generated, for comparison. The Director of the Academy stated that this is due to a Force-wide instruction that targets should not be employed. It is, however, pertinent in the case of the Academy to use targets, because as a commercial venture, it is important measure against budgeted outturn.

## Business Model

10. It is the intention of the CoLP's Economic Crime Co-ordinator to create a trading company for the Academy. There are a number of reasons why it is considered by the Commander advantageous to pursue this course of action.

- Greater flexibility over decision-making – being able to take decisions in response to changing market demands;
- The ability to recruit staff on pay and conditions that can be negotiated with candidates, outside of the CoLP pay and conditions structure;
- Reduces the risk of breaching the City of London Corporation's VAT partial exemption limit.

11. There are, however, some related issues which the Commissioner needs to take into account that have an impact on the costs for the Academy becoming a trading company:

- Existing staff will be subject to TUPE legislation, which means that their current pay and conditions of service remain the same on transfer;
- TUPE affected staff will retain their Local Government Pension Scheme (LGPS) benefits and entitlement, which means that the Academy needs to take out a bond to guarantee existing benefits and seek "Admitted Body Status" with the City of London LGPS for on-going pension employer and employee contributions;
- The Academy will have to meet a proportion of accommodation costs, CoLP senior management costs and other central expenditure recharges;
- The Chamberlain's Financial Services Director has advised that the Academy will not be able to utilise the City's main accounting system CBIS, which means that an additional cost for accounting software will be incurred.

12. The Academy Business plan was last presented to the Economic Crime Board in 2014 for the period 2014 to 2017. It is now in need of a refresh and should reflect current performance and demonstrate the benefits of becoming a trading company. There are a number of issues that need to be addressed in order to promote the advantages of the creation of a trading account. These need to be considered within a revised business plan and solutions to overcome them explained. The business plan, therefore, needs to include action to deal with the following issues:

- With 2015–16 performance just short of breaking even (£31,000 net expenditure), what will be done to ensure that full cost recovery will be achieved in the short-term and a trading surplus realised in the medium to long-terms?
- The Director has cited a number of factors why it is difficult to recruit permanent training staff: lack of skills and knowledge held by potential

candidates; and the time it takes to process recruitment via the CoLP HR Recruitment Team; how will recruitment be managed going forward to attract and recruit the right staff within a reasonable time-scale?

- How will the Academy ensure that its prices are competitive given the additional overheads, for example, CoLP recharges, TUPE associated costs and accounting support costs?

13.A total of six recommendations were made for improvements in control, five Amber Rated and one Green Rated.

Recommendations	Red	Amber	Green	Total
Number Made:	0	5	1	6
Number Accepted:	0	5	1	6

### Internal Audit Recommendations Follow-up Exercise Update

14. The last report to your committee made in September 2016 included full details of the recent recommendation implementation follow-up exercise. There are six outstanding recommendations: one Red Rated and five Amber rated. A further update exercise has now been undertaken and it has been established that two recommendations related to Gifts and Hospitality and Police Defendants Bank Accounts have been implemented, although Internal Audit have not been provided with any evidence to support this to date. The remaining four recommendations have yet to be implemented and the Assistant Commissioner will provide a verbal update concerning the recommendation related to Police Seized Goods at the November committee meeting. See full details of this update exercise in Appendix 2.

### Conclusion

15. The 2016-17 internal audit plan is progressing, with three audits completed to final report stage; the fieldwork for a further audit is on-going; and the terms of reference have been issued for another audit.

16. Following on from the previously reported audit recommendation implementation follow-up exercise, four recommendations have yet to fully implemented and the evidence of implementation has yet to be seen by Internal Audit for two.

### Appendices

- Appendix 1 – Schedule of Internal Audit Planned Work 2016-17
- Appendix 2 - City Police Recommendation Follow- Up update as at November 2016

Pat Stothard, Head of Audit and Risk Management  
T: 07796 315078 E: [pat.stothard@cityoflondon.gov.uk](mailto:pat.stothard@cityoflondon.gov.uk)

Jeremy Mullins, Audit Manager  
T: 020 7332 1279 E: [jeremy.mullins@cityoflondon.gov.uk](mailto:jeremy.mullins@cityoflondon.gov.uk)

This page is intentionally left blank



## 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
<u>Standard Operating Procedures</u> The Force's process of ensuring that SOPs remain relevant and are reviewed and updated as necessary will be examined.	15	22 <sup>nd</sup> September 2016	Final Report	0	1	5	6
<u>Budget Monitoring</u> The City Police's monitoring processes for ensuring that the overall budget is managed during the year.	20	31 <sup>st</sup> January 2017	Planning				
<u>Economic Crime Academy</u> The financial performance of the Academy will be examined, together with the viability of the service comparing costs to income.	5	9 <sup>th</sup> November 2016	Final Report	0	5	1	6
<u>Community Consultation</u> The process for community consultation for input to the policing priorities will be reviewed.	5	22 <sup>nd</sup> August 2016 (Actual)	Completed	0	1	0	1

<b>Full Reviews</b>				<b>Recommendations</b>			
<b>Project</b>	<b>Planned Days</b>	<b>Planned Completion Date</b>	<b>Current Stage</b>	<b>Total Red</b>	<b>Total Amber</b>	<b>Total Green</b>	<b>Total</b>
<u>Grants Audit</u> The Force's compliance with grant terms and conditions will be undertaken for certification purposes as and when requested.	5	31 <sup>st</sup> March 2017	Not Started				
<u>Governance Framework and Performance Measures</u> 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	30 <sup>th</sup> January 2017	Fieldwork				
<u>Income Streams and Generation</u> The Force's approach to increasing sources of income and new streams will be examined.	20	31 <sup>st</sup> March 2017	Not started				

City Police – Internal Audit Recommendations – Update as at 30<sup>th</sup> November 2016

Audit	Recommendation	Rating	Management Response	Update Comment/
Police Seized Goods (2013-14)	The Property and Records Manager should develop formal written guidance for the recording and banking of income received from the disposal of property (e.g. Seized, stolen, or lost items) via auction.	Amber	<p><b>Management Response as at July 2016:</b></p> <p>Outside of due deadline, but significant progress has now been made in addressing financial risk identified. Banking of foreign currency still to take place and new cash management SOP being finalised.</p>	The Assistant Commissioner to give a verbal update at the committee meeting.
Police Defendants' Bank Accounts (2013-14)	The Head of Finance should perform a quarterly reconciliation of the suspense account (Defendants Bank A/C).	Amber	<p><b>Management Response as at July 2016:</b></p> <p>Outside of due deadline, but Financial Resources are now available and being applied to this activity. Completion of work may slip beyond end of June 2016 due to new financial priority</p>	Outstanding reconciliations completed. Process of reconciliation of accounts on a quarterly basis is now being factored into schedule of works. Now complete.

Audit	Recommendation	Rating	Management Response	Update Comment/Information Requested
Telecoms PBX Fraud (2014-15)	* See details below	Amber	<p>activities allocated.</p> <p>Meeting held 25<sup>th</sup> April with CoLP IT Manager. He is currently investigating status of recommendations and needs to establish whether these will form part of the IAAS programme as ICT informed the Commissioner in October 2015.</p>	<p>Whilst IT has ensured that systems are technologically enabled, a lack of ownership to determine policy including alert levels IT should set, escalation paths from IT to business and roles to undertake monitoring and reporting issues into business is preventing final implementation.</p> <p>This finding was escalated to PMG and subsequently taken forward by the AC at Business and Support Services SMT on 01.11.16 where it was agreed that PSD should take on ownership of phones. Monitoring and auditing of usage will be the responsibility of the Force Information</p>

Audit	Recommendation	Rating	Management Response	Update Comment/Information Requested
Gifts and Hospitality (2015-16)	Management should reinstate the regular reconciliation between the internal gifts and hospitality register and the information published on the CoLP website to ensure that the information published is as up-to-date as possible.	Amber	<p><b>Management Response:</b></p> <p>A meeting was held 3-5-16 between Strategic Development (SD), Performance Standards Division (PSD), and Information Management Services (IMS) to discuss issues revealed from the information gathering exercise, re use of database and publication of data. This was followed up by a further meeting between SD and PSD on 11-6-16. Issues are being expanded into a wider overall integrity agenda and PSD are currently preparing a proposals report for consideration.</p>	<p>Management Services.</p> <p>All recommendations delivered. PSD have now been allocated ownership of Gifts and Hospitality. Data has been published in line with Force requirements (Chief/senior Officers as opposed to full register). However, further service improvements are being considered going forward and will be monitored via Integrity Standards Board</p>

Audit	Recommendation	Rating	Management Response	Update Comment/Information Requested
Supplies and Services, and Third Party Payments (2015-16)	City of London Police with Corporate Procurement should formalise a strategy for all uniform spend.	Red	<p><b>Management Response</b></p> <p>The force intends to outsource the supply of uniforms to a managed contract through the National (Police) Uniform managed service. Initial meetings with the supplier have been held, and options should be ready for consideration by the force in June 2016. With completion by September 2016.</p>	<p>Delays have been encountered following original timetable given. Meeting with National Uniform Managed Service (NUM) for preparing the force submission for evaluation was delayed by a requirement of Force (a) to complete a full stock-take to complete submission for on-boarding information required. (Completed 4-11-16); and (b) by NUM's ability to participate in process to complete and evaluate on-boarding information prior to making a Best and Final Offer Submission for the Force to consider. This</p>

				<p>should now be received by mid December (if full documentation submitted mid November). Effectively this now means that evaluation and options will be presented to Committees in Jan / Feb 17 and if agreed, mobilisation will be April 17 (slipping from original date of Sept 16).</p>
--	--	--	--	---

\* Telecoms PBX Fraud (2014-15)

#### Recommendation "6" Amber

- 6.1 Check the telecoms bill regularly including itemised calls, international calls and calls outside of business hours
- 6.2. Ensure monitoring is occurring in all possible areas (e.g. CoLP IT team, Daisy)
- 6.3. Ensure monitoring is followed by 'as soon as possible' alerts.
- 6.4. The 'back stop' daily reports all calls in excess of an amount (e.g. £2) that occurred during 'out of hours' (17:00 to 08:00, plus all day Saturday and Sunday. This is a key detection mechanism and should be in operation).
- 6.5. Formally establish the 'alert' procedure, for suspected fraudulent calls, provided by third parties and evaluate if this is adequate.

## Recommendation “7” Amber

Formally establish the ‘alert’ procedure, for suspected fraudulent calls, provided by third parties and evaluate if this is adequate. The Agilysis Unified Communications team comment on their CoL/Agilysis arrangements as follows, ‘we have an agreed course of action which is:

- Daisy monitor all lines for unusual call patterns and when their attention is drawn to a problem they notify the Daisy account managers who then make an attempt to contact the CoL telecoms team for a decision.
- If the account managers are not successful in making contact with the team and if the problem still persists then they will make the proactive decision to block the calls.



# Agenda Item 6

<b>Committee(s):</b> Police: Performance and Resource Management Sub Committee – For Information  Police	<b>Date:</b> 30 <sup>th</sup> November 2016  15 <sup>th</sup> December 2016
<b>Subject:</b> City of London Police Domestic Abuse Action Plan update	<b>Public</b>
<b>Report of:</b> Commissioner of Police Pol 55-16	<b>For Information</b>
<b>Report author:</b> DCI Alex Hayman, Crime Directorate	

## Summary

In line with the HMIC recommendation *in Increasingly Everyone's Business: Progress Report on Police Response to Domestic Abuse Dec 2015-* It was recommended that Chief officers in each police force should continue to oversee and ensure full implementation of the domestic abuse action plan and offer regular feedback on progress to their Police and Crime Commissioner or equivalent. This report is therefore for the information and oversight of Members of your Committee and details progress to date.

In 2015, the HMIC re-visited each police force to examine how well they had progressed in responding to, and safeguarding victims of domestic abuse. HMIC noted that the City of London Police had made a number of positive responses to recommendations made in 2014 including the review of the domestic Abuse response standard operating procedure; an initial training package being rolled out and the introduction of Body Worn Cameras to enhance evidence gathering for these type of incidents.

A further recommendation stated: By March 2016 every force should update their Domestic Abuse action plan to determine what more it can do to address 6 key areas of i) Understanding & Identifying Risk; ii) Prioritising & allocating domestic abuse investigations; iii) Safeguarding victims at medium & standard risk; iv) Views of victims; v) Training and vi) Leadership and Governance.

In response to the above recommendation the City of London Police's domestic abuse action plan was updated to incorporate the six areas highlighted in the HMIC report. An action plan was published on the external website (see Appendix A) and underpinning this is a detailed internal tactical working document, which deals with detailed tasks underpinning delivery of the plan. The working document contained a total of 57 tasks covering the 6 key areas identified above. In the past six months, 46 tasks have been completed and 11 are in progress and near to completion. It is a realistic expectation that all of these will be complete by April 2017. The action plan is monitored at the Vulnerability Steering Group chaired by Commander operations and attended by Lead Member for Vulnerability and Safeguarding- Nick Bensted-Smith. The working document is monitored and reviewed by the Vulnerability Working Group that is held monthly and is chaired by the Crime Detective Chief Inspector and this reports in to the Steering Group which is attended by partners as appropriate. A detailed narrative update on each of the 6 areas is in the main report.

The main areas that are still in progress are:

- i) Domestic Abuse training package to be *fully* rolled out across the Force
- ii) A formalised process to regularly seek the views of victims of domestic abuse
- iii) Body-worn cameras to be issued to all frontline officers including Criminal Investigation Dept and PPU.
- iv) Formalising a service level agreement with criminal justice partners that details evidential standards and decision making protocols with regards to domestic abuse.

### **Recommendation(s)**

Members are asked to note the report.

## **Main Report**

### **Background**

1. In line with the HMIC recommendation *in Increasingly Everyone's Business: Progress Report on Police Response to Domestic Abuse Dec 2015*- Chief officers in each police force should continue to oversee and ensure full implementation of the domestic abuse action plan and offer regular feedback on progress to their Police and Crime Commissioner - the Force is reporting on progress against the domestic abuse action plan 2016-17 at the six month point.

### **Section 1- Provenance of the Domestic Abuse Action Plan**

2. In 2015, the HMIC re-visited each police force to examine how well they had progressed in responding to, and safeguarding victims of domestic abuse. HMIC noted that the City of London Police had made a number of positive responses to recommendations made in 2014 such as:
3.
  - The Force Domestic Abuse Standard Operating Procedure (SOP) had been updated to include guidance on stalking & harassment
  - A comprehensive training package for staff had been completed
  - Reactive Intelligence Officers (RIOs) had been trained to provide up to date intelligence 24/7 on vulnerability of victims
  - Body-worn cameras were now being worn and enabled the recording of injuries to victims and the demeanour of perpetrators; and
  - Multi-Agency Risk Assessment Conference (MARAC) meetings had been established and now addressed the needs of High Risk victims of domestic abuse

4. HMIC also noted the City of London Police's commitment to victims even if their connection with the City stemmed solely from it being their place of work. Whether crimes were investigated by the Force or were to be transferred to other forces, all reasonable risks were and continue to be addressed and safeguarding measures put in place. This reflects the Forces objective to prioritise victims' interests, irrespective of the jurisdiction in which the offence is investigated.
5. The findings of the 2015 HMIC National Inspection identified specific areas for further improvement in order to ensure that all victims of domestic abuse are better protected and supported and ultimately made safer.
6. One of the main recommendations made was in relation to updating and publishing the domestic abuse action plan.

**Recommendation: By March 2016 every force should update their Domestic Abuse action plan to determine what more it can do to address the areas highlighted below:**

- Understanding & Identifying Risk
  - Prioritising & allocating domestic abuse investigations
  - Safeguarding victims at medium & standard risk
  - Views of victims
  - Training
  - Leadership and Governance
7. In response to the above recommendation the City of London Police's domestic abuse action plan was updated to incorporate the six areas highlighted in the HMIC report. An action plan was published on the external website (see Appendix A) and underpinning this is a detailed internal tactical working document, which deals with detailed tasks underpinning delivery of the plan. The working document contained a total of 57 tasks covering the 6 key areas identified above. In the past six months, 46 tasks have been completed and 11 are in progress and near to completion. It is a realistic expectation that all of these will be complete by April 2017.
  8. The working document is monitored and reviewed by the Vulnerability Working Group that is held monthly and is chaired by the Crime Detective Chief Inspector. This meeting is directly accountable to the Vulnerability Steering Group which provides the strategic leadership and direction to improve the forces response to identifying, protecting and supporting those who are vulnerable and at the greatest risk of harm. The meeting is chaired by the Commander Operations, takes place quarterly and is attended amongst others, by the Lead Member for Public Protection and Safeguarding, Nick Bensted-Smith. There follows in the next section a detailed narrative update on each of the six areas in the plan for Members information and oversight.

## Section 2- Progress update on six key areas of the Domestic Abuse Action Plan

### I Understanding & Identifying Risk

Three main objectives were set under this area:

- i) Clear and consistent guidance should be given by supervisors and Inspectors to frontline officers to support the correct assessment of risk and improve the safeguarding of victims*
9. In terms of supervision, the Domestic Abuse, Stalking and Honour Based Violence (DASH) Risk Assessment, that is completed for every domestic abuse crime and incident, has to be supervised and signed by the Duty Inspector with their rationale noted for the risk level. The DASH risk assessment is subsequently reviewed by the Public Protection Unit (PPU) Detective Sergeant (DS) and any alterations to the risk level are counter-signed by the PPU Detective Inspector (DI) and the rationale recorded on the Force Crime and Intelligence recording system (UNIFI). The above process is described in the Domestic Abuse Standard Operating Procedure (SOP).
10. Officers are required to conduct intelligence checks for the previous 5 years on the suspect and victim of a domestic incident in order to make an informed risk assessment. This intelligence check can now be carried out 24/7 by Reactive Intelligence Officers (RIOs) in the Force Control Room. This is important as it shows the history of reports and any trends.
11. In addition, the PPU DI conducts a quarterly dip sample of DASH risk assessments and checks that the relevant intelligence checks have been completed and any organisational learning is fed back to frontline officers and Organisational Learning Forum (OLF).
12. The THRIVE (Threat, Harm, Risk, Investigation, Vulnerability, Engagement) Model has been introduced into the Control Room and all call handlers in Control have been trained. This model requires the call handlers to give the best possible service according to the needs of each victim on a case by case basis, and ensures the appropriate resources are allocated to each incident or report of domestic abuse. Additionally, a new Standard Message Format (SMF) for domestic abuse reports has been created in the Control Room that provides a list of questions for call handlers to follow in line with the THRIVE model. Lastly, all CADs (Computer Aided Despatch messages) relating to domestic abuse are reviewed and closed by the Control Supervisor making sure the appropriate risk assessment and intelligence checks have been completed.
- ii) The force should make more effective use of body-worn cameras (BWC) to capture early evidence or injuries and scene footage to strengthen the evidence base for prosecutions.*

13. At the beginning of 2016 three uniform response groups in the Force conducted a pilot of body-worn cameras (BWC). The London Metropolitan University conducted a piece of research concerning the usefulness of capturing early evidence for court. Feedback to date has been very positive and the BWC have proved very useful in dealing with offenders for domestic abuse following arrest. BWC have now been rolled out more widely and to date every frontline officer on a response group as well as the specialist Public Order Unit, Support Group Officers have now been issued with BWC. Tactical Firearms Group (TFG) and Community Officers are to be issued with them by the end of 2016. Officers have been fully trained in their use with an emphasis on the importance of capturing early evidence. Further actions are to be considered in relation to the handling and storing of this evidence as well as the monitoring of their use.

*iii) To improve officer's actions in establishing whether children are present in premises/ or whether they usually live with either party involved in a domestic abuse incident and to record the relevant information on police system.*

14. Frontline officers have received awareness training on completing a 'child coming to notice form' (Form 377) whenever it is known that parties involved in a domestic incident have children, whether they are present at the time of the incident or not. This form is completed on the Force Crime and Intelligence recording system (UNIFI) and is reviewed by PPU officers and sent to the relevant agency (usually Local Authority/Social Care) to make sure children who witness or suffer domestic abuse are safeguarded and any subsequent appropriate action taken in conjunction with partners. The amount of 'Child Coming to Notice' forms is monitored at the monthly Crime Performance Meetings.

15. Further training will be provided in this area under the rolling domestic abuse training package due to commence in Jan/Feb 2017.

## **II Prioritising & allocating domestic abuse investigations**

*i) There should be effective scrutiny of investigations involving domestic abuse by specialist trained officers with clear investigative strategies to support officers.*

16. All domestic abuse cases (whether incidents or crimes) are allocated to the PPU to investigate. All officers in the PPU are trained Detectives and have received further specialist training on domestic abuse and other areas of Public Protection including honour based violence and forced marriage and rape.

17. All domestic abuse cases that are allocated to the PPU are fully and proactively supervised and the PPU DS will place a clear investigative plan on the report prior to allocating to a DC to investigate. The case will further be subject to supervisor reviews on a monthly basis to make sure every opportunity is taken to bring the offender to justice and safeguard the victim.

### **III Safeguarding victims at medium & standard risk**

- i) Force should have clear processes to ensure officers/staff are trained and understand their responsibility in safeguarding and investigating incidents where victims have been identified as standard or medium risk. This should include high quality of training on coercive control.*
18. As aforementioned, all frontline officers are trained in completing the DASH risk assessment and understand their responsibility in safeguarding all victims of domestic abuse. All cases regardless of risk are then allocated to the PPU to investigate and any safeguarding plans for victims are continuously reviewed. Additionally, Interim awareness training has been provided to frontline officers on coercive control and will be covered further in the domestic abuse training programme being provided by Learning & Development.
19. If a victim is identified as high risk then they are referred by PPU to a MARAC (Multi-Agency Risk Assessment Conference) that are held monthly, where representatives from the local authority, health, housing, education discuss what can be done to best safeguard the victim and prevent further offences.
  - ii) Ensure that officers are aware of referral routes to partner agencies and access to specialist support and advice.*
20. The Public Protection Unit internal website has recently been updated and officers can obtain information easily on support agencies for all aspects of vulnerability. Victims of domestic abuse are also referred by officers to our Vulnerable Victim Co-ordinator for further support and advice independent to the police as appropriate.
21. Officers are also aware that when completing an 'Adult or Child Coming to Notice' form identifying a particular vulnerability or safeguarding issue this will ensure that this notice is referred to relevant partner agencies such as social care, housing, mental health teams as a matter of course.

### **IV Views of victims**

- i) Create a process to regularly seek the views of victims of domestic abuse and act on the feedback by incorporating changes into policy, practice, learning & development activities (This is to be reconsidered when the Home Office/College of Policing offers guidance).*
22. The Home Office stated that it would be mandatory from 1<sup>st</sup> April 2016 for all forces to record and return data on domestic abuse victim surveys. However forces were not provided with any guidance on how to survey these types of victims as there is a safeguarding issue in just cold calling or sending a survey. In response, the Home Office stated in March 2016 that it did not expect this work to commence in April 2016 and they were piloting a survey tool and would be sending further guidance shortly. In July 2016 guidance was circulated by the Home Office, but it did not provide an example question set and there has

been no confirmation from the National Police Chiefs Council (NPCC) or the College of Policing on their position on this matter.

23. In the meantime, the Force has arranged for the Vulnerable Victim Co-ordinator to ask a number of questions at the end of her survey to gauge the victims views on the service they received and outcomes are being monitored by the PPU DI with any adverse findings reported to the Vulnerability Working Group to be fed back in to organisational learning. The question set is below:
- Are you satisfied with the initial response you received from the police when reporting the incident?
  - Are you satisfied with the response from the investigating officers who dealt with your incident?
  - What do you feel the City of London police service did well in your particular case?
  - What do you think the City of London Police could do better?
  - Do you feel the actions of the City of London Police have made you feel safer?

## **V Training**

*i) For officers & staff to understand the dynamics of DA and are able to identify and understand the wide range of violence, behaviours and different perpetrators through training, learning & development activities. To ensure that officers demonstrate supportive attitudes and behaviours towards victims. These activities should include personal experiences of victims, the participation of specialist DA organisations where possible and training should be face to face.*

24. Learning & Development (L&D) submitted a business case for creating a rolling training programme around domestic abuse and vulnerability to the Force Training Improvement Board (TIB) on 9<sup>th</sup> June 2016. The Board approved a schedule of training for the force on domestic abuse and vulnerability. It was placed second on the priority training list after counter terrorism training.
25. L&D are currently scoping a domestic abuse training package delivered by an external company that has been used by other forces and incorporates HMIC recommendations. A draft training package has been created utilising the contents of this package with further bespoke training for CoLP officers and staff. Details of content can be found in Appendix B.
26. The proposed face to face training will be mandatory for all officers to attend up to the rank of Inspector and will include Economic Crime Directorate (ECD) officers/staff, PCSO's and call handlers/crime recording staff from Crime Management Unit, the Control Room and Front Office/ Reception staff. This will ensure consistency of approach and ensure those transferring between departments in Force have undergone the same training. The training is scheduled to take place from the end of December 2016 – February 2017.

*ii) To assess how effective the force's training is on domestic abuse*

27. Pre and post training surveys will be issued to police officers and staff who take part in the domestic abuse training to assess their understanding and learning. Data obtained from the victim question set above will also assist in assessing how effective the force's training on domestic abuse has been. Dip sampling of DASH risk assessments completed by officers for all domestic cases should also give an indicator of success and be more consistent across the force.

## **VI Leadership and Governance**

- i) To develop a dashboard of indicators to improve understanding of how strategy is converting into service delivery, which considers HO data return requests*
28. A list of performance indicators for a dashboard has been created that includes Home Office and HMIC data return requests. It consists of the 20 sets of data as outlined in Appendix B.
29. At present only 9 areas of the 20 data sets can be easily extracted from the crime recording system. The rest has to be manually searched and entails looking at each individual case. Manual data is currently being back dated to 1<sup>st</sup> April 2016 to provide a working document going forward. Once completed it will be updated monthly and reviewed and monitored at the Vulnerability Working Group. It is anticipated that once the new crime recording system is implemented that the task will not be so time consuming.
- ii) DA/Stalking/Harassment/HBV/FM to feature in the force Strategic Risk Assessment and to form part of the data collection and DA profile.*
30. FIB analysts are currently developing a Domestic Abuse Problem Profile that includes stalking, harassment, honour based violence and forced marriage. At present they are waiting on partner agency data and information and it is anticipated that the profile will be completed by the end of 2016. The Domestic Abuse Performance Indicators Dashboard cited above will provide data collection on most areas of domestic abuse. Honour based violence and forced marriage data is compiled for monitoring at the monthly crime performance meetings in any case.
31. The thematic area of 'High Vulnerability People' has been added to the force strategic assessment. In terms of leadership and governance /strategic oversight of domestic abuse and vulnerability. This is now achieved through the Vulnerability Working Group at a tactical level, and the Vulnerability Steering Group at a strategic level. This group is chaired by the Force Commander Operations and which a Member of the Police Committee (Nick Bensted-Smith); a representative of the Town Clerk's Department of the City of London Corporation (Craig Spencer) and a representative of Children and Community Services (Chris Pelham) also attend.
- iii) Performance frameworks include regular external case scrutiny e.g. with peer forces, partner agencies or the support sector*



32. A local peer assessment was conducted by Kent Police and Thames Valley Police in August 2016, which has been documented. The peer review highlighted shared areas of good practice and similar issues with initial response to domestic abuse, risk assessments, data collection, awareness training and embedding changes in the recognition and management into the cultures of the respective organisations. The Crime Detective Chief Inspector (DCI) has been liaising with the chair of the London & SE Safeguarding Adults lead to be part of a peer to peer case scrutiny exercise.
33. The domestic abuse performance indicators dashboard will be monitored at the Vulnerability Working Group at which there is a representative from the local authority/City of London corporation (Community Safety Officer).

### **Work still in progress on the Action Plan**

34. The action plan spans 2016 – 2017 and it is anticipated that all actions and tasks will be completed by April 2017. The main areas that are still in progress are:
  - v) Domestic Abuse training package to be fully rolled out across the Force
  - vi) A formalised process to regularly seek the views of victims of domestic abuse
  - vii) Body-worn cameras to be issued to all frontline officers including Criminal Investigation Dept and PPU.
  - viii) Formalising a service level agreement with criminal justice partners that details evidential standards and decision making protocols with regards to domestic abuse.

### **Conclusion**

35. The majority of the work represented by the domestic abuse action plan has been completed. The plan will continue to be actively monitored to ensure that outstanding matters are resolved and the underlying principles become firmly embedded in the processes and culture of the organisation. The main focus of the Vulnerability Working Group is to promote the concept that managing vulnerability, including domestic abuse, is integral to all areas of policing, and this should be recognised in training, operational decision making and policy. The domestic abuse action plan forms part of a much wider piece of work that the City of London Police is delivering on regarding vulnerability. The intention is to work in partnership to continually improve the early identification of vulnerability to protect and support individuals present in our communities.
36. This is a progress update brought to your Committee in order for Members to be informed and allow oversight and scrutiny at PCC/ Police Authority level as recommended by HMIC.

### **Appendices**

- A) Domestic Abuse Action Plan for the City of London 2016/17
- B) Training Content for domestic abuse and vulnerability

**Contacts:**

*Detective Chief Inspector Alex Hayman*

*Crime Investigation*

*City of London Police*

020 7601 2620 [alexander.hayman@cityoflondon.pnn.police.uk](mailto:alexander.hayman@cityoflondon.pnn.police.uk)



# DOMESTIC ABUSE

**ACTION PLAN FOR THE CITY OF LONDON  
2016/17**

# CONTENTS

<b>Commander's Foreword</b>	<b>3</b>
<b>Progress and our way Forward</b>	<b>4</b>
<b>Improvement Actions for Action Plan 2016-17</b>	<b>6</b>
Understanding and identifying risk	7
Prioritising & allocating domestic abuse investigations	8
Safeguarding victims	9
Views of Victims	10
Training	11
Leadership & Governance	12
<b>Delivery and Monitoring</b>	<b>13</b>

# COMMANDER'S FOREWORD

I am proud to introduce the City of London Police Domestic Abuse Action Plan 2016/17. It sets out what we will be doing to address the issue of domestic abuse and ensure we continue to provide a high quality service to victims and our community. It is a sad fact that the extent and nature of domestic abuse remains shocking, illustrated by the below statistics:

- *two women are killed every week in England & Wales by a current or former partner.<sup>[1]</sup>*
- *one in four women in England and Wales will experience domestic abuse in their lifetime<sup>[2]</sup>*
- *20% of children in the UK have been exposed to domestic abuse<sup>[3]</sup>*

Domestic abuse is a serious and complex issue; it can take many forms, which includes physical and sexual assaults, and psychological & emotional abuse. It is a crime that remains largely hidden behind closed doors, leaving victims feeling trapped, powerless and isolated. The devastating and lasting impact these crimes have on victims' lives cannot be underestimated.

I believe that we all have a responsibility to end Domestic Abuse. I am committed to ensuring our approach to these crimes is consistent, robust and places vulnerable victims at the heart of our response. Working closely with our City partners and agencies, we will tackle domestic abuse head-on. We will continue to raise awareness of the issues at the core of domestic abuse and encourage people to report, so that we can adequately safeguard and support the victims of this abhorrent crime.



Commander Richard Woolford

---

<sup>[1]</sup> Office of National Statistics 2015<sup>[2]</sup> Crime Survey of England and Wales, 2014/15<sup>[3]</sup> Radford et al NSPCC 2011

# PROGRESS AND OUR WAY FORWARD

In 2014 the City of London Police was inspected by Her Majesty's Inspectorate of Constabulary (HMIC) as part of an all force inspection programme on HMIC's approach to tackling domestic abuse.

The HMIC reported that the City of London Police demonstrated a positive approach to domestic abuse victims, many of whom did not live in the force area, and that its safeguarding plans are of a high standard. It provided five specific recommendations to improve the service to victims of domestic abuse.

In 2015, the HMIC revisited each police force to examine how well they had progressed in responding and safeguarding victims of domestic abuse. HMIC noted that the City of London Police had made a number of positive responses to recommendations made in 2014 such as:

- Force policy has been updated to include guidance on stalking & harassment,
- a comprehensive training package for staff had been completed,
- up to date intelligence on vulnerability of victims is provided to emergency response officer 24/7,
- body-worn cameras are now available to record injuries to victims and the demeanour of perpetrators; and
- Multi-Agency Risk Assessment Conference (MARAC) meetings now address the needs of High Risk victims of domestic abuse.

HMIC also noted that the City of London Police's commitment to victims even if their connection with the City stems solely from it being their place of work. Whether crimes are investigated by the force or are to be transferred to other forces, all reasonable risks are addressed and safeguarding measures are put in place. This reflects the forces objective to put victims' interests first, irrespective of in which jurisdiction the offence will be investigated.

The Force has accomplished a number of targets over the previous year as it strives to improve its response to tackling Domestic Abuse, these include:

- The new government legislation around Domestic Violence Protection Orders was fully implemented in 2014.
- Clear procedural guidance on the new Domestic Violence Disclosure Scheme known as 'Clare's Law' was fully implemented in 2014.
- The Commander opened the second 'Behind Closed Doors' multiagency event in November 2015, targeting the City of London business community, aimed at raising the awareness of domestic abuse and the responsibility for employers to protect their staff from domestic abuse and stalking.
- Ten multi-agency awareness training events took place in 2015, incorporating Domestic Abuse and risk assessment awareness.
- Multiagency project produced a toolkit to provide information and guidance around Domestic abuse to HR departments and was circulated to businesses within the City.
- Training programme delivered to all frontline staff around forced marriage, honour based violence and female genital mutilation.
- Publicity and media awareness campaign around Forced marriage, honour based violence and female genital mutilation took place on 11th February 2015.
- An awareness input around forced marriage, honour based violence and female genital mutilation was provided to City of London Schools in November 2015.
- The Assistant Commissioner opened the 'No Blurred Lines in Consent' event in January 2016 at the Guildhall to raise awareness in the community around rape and sexual assaults.
- We have secured funding for the Vulnerable Victim Co-ordinator to continue their work within the Public Protection Unit to provide an effective and efficient service to victims.



# IMPROVEMENT ACTIONS

The Force will seek to build on what it has already accomplished and deliver progress on what more it can address in the 2016-17 action plan that centres on the following improvement actions:

- Understanding and identifying risk
- Prioritising & allocating domestic abuse investigations
- Safeguarding victims
- Views of Victims
- Training
- Leadership & Governance





# ACTION PLAN

## UNDERSTANDING AND IDENTIFYING RISK

This section monitors how the force will ensure that their arrangements for assessing and managing risk in relation to domestic abuse are well understood and appropriately used by officers and staff.

Action	Delivery Lead	Timing
Develop a domestic abuse training programme that centres on assessing & managing risk for frontline officers, supervisors and Inspectors.	Learning & Development	Evidenced over life of the plan
To undertake quarterly dip sampling of risk assessments and feed back any learning to the Organisational Learning Forum of training and development needs.	Public Protection Unit	Evidenced quarterly
Review the Call Handling standard operating procedures to make sure the correct processes are in place to assess risk and the vulnerability of the victim.	Control Room	July 2016
Develop a dip sampling process to allow the effectiveness of initial risk assessment to be scrutinised.	Control Room	Evidenced quarterly
To roll out body worn cameras to all frontline officers	Uniform Policing Directorate	July 2016
Obtain data on how many children coming to police notice reports are being completed in relation to domestic abuse cases.	Public Protection Unit	Evidenced quarterly

## PRIORITISING AND ALLOCATING DOMESTIC ABUSE INVESTIGATIONS

Domestic abuse cases should be prioritised and allocated for investigation on the basis of risk and effective scrutiny of these investigations should involve specialist trained officers.

Action	Delivery Lead	Timing
All domestic abuse crimes to be investigated by specialist trained officers irrespective of level of risk.	Public Protection Unit	Evidenced over life of the plan
To ensure that all domestic abuse cases have a specialist supervisor entry with a clear investigative plan.	Public Protection Unit	Evidenced over life of the plan
Specialist trained officers to complete the updated National Police Chiefs Council & Crown Prosecution evidence gathering checklist for domestic abuse cases submitted for prosecution.	Public Protection Unit	Evidenced over life of the plan
A protocol to be established to allow officers to consult domestic abuse specialists in the Crown Prosecution Service for early advice in an investigation.	Administration of Justice	May 2016

## SAFEGUARDING VICTIMS AND MANAGMENT OF OFFENDERS

In safeguarding victims we need to recognise the dynamic nature of risk in domestic abuse situations and make sure that appropriate safeguarding is put in place throughout their involvement with police. Referral routes to partner organisations and access to specialised support is provided to ensure we maintain the safety and well-being of victims while bringing the perpetrator of the crime to justice.

Action	Delivery Lead	Timing
High quality training on coercive control and how to safeguard victims of domestic abuse to be included in the training programme.	Learning & Development	Evidenced over life of plan
Domestic Abuse Safeguarding Checklist to be reviewed and signposted on force intranet pages.	Public Protection Unit	June 2016
To increase awareness of the role of the Vulnerable Victim Co-ordinator for officers outside of the public protection unit.	Vulnerable Victim Co-ordinator	Evidenced over life of plan
Collation of data on how many domestic abuse victims are referred to the Vulnerable Victim Co-ordinator for specialist support and advice.	Vulnerable Victim Co-ordinator	Evidenced over life of plan
To obtain information on Perpetrator Programmes for city of London police to make referrals to the local area where the perpetrator lives.	Force Intelligence Bureau	June 2016
Obtain an up to date directory of support agencies and signpost the link on force CityNet pages for the public and officers to have easy access.	Public Protection Unit	July 2016
Development of a 'High Harm High Vulnerability' desk to assess and monitor data in order to produce a domestic abuse profile which will identify any intelligence gaps.	Force Intelligence Bureau	July 2016

## VIEWS OF DOMESTIC ABUSE VICTIMS

The force needs to ensure that processes are in place to regularly seek the views of victims of domestic abuse on the service they receive from police and to act on the feedback by incorporating changes into policy, practice, learning & development activities.

Action	Delivery Lead	Timing
Compile a suitable victim survey to obtain victim satisfaction level on service delivery.	Home office & Public Protection Unit	December 2016
To create a process to incorporate changes in practice and learning activities in line with victim survey feedback.	Public Protection Unit	Evidenced over life of plan

## TRAINING

It is important that officers and staff understand the dynamics of domestic abuse and that their attitudes and behaviours reflect their knowledge. This will improve the way the force operates in handling domestic abuse.

Action	Delivery Lead	Timing
The force to develop a structured domestic abuse training programme that includes coercive control, types of perpetrator and identifying risks and appropriate safeguarding measure for victims.	Learning & Development	Evidenced over life of plan
The force to identify the core officers that require domestic abuse training.	Crime policy Team	May 2016
Assess the effectiveness of force training of domestic abuse by establishing a post training survey that measures officers understanding.	Learning & Development	Evidenced over life of plan
To assess the victim satisfaction survey levels in relation to officers' attitudes and understanding of the domestic incident being reported.	Public Protection Unit & Vulnerable Victim Co-ordinator	Quarterly after advent of victim surveys

## LEADERSHIP AND GOVERNANCE

This section monitors how the force provides strategic leadership and direction, has an overview of performance management and operates using an intelligence-led approach involving partners. The actions here are designed to improve the strategic way the force operates in handling domestic abuse.

Action	Delivery Lead	Timing
To record and analyse the trend of numbers of domestic abuse cases through a domestic abuse profile and data collection.	Force Intelligence Bureau	July 2016
To develop a dashboard of performance indicators that will consider how many repeat victims, completion rates of risk assessments against number of domestic abuse crimes and arrest rates for domestic cases.	Performance Information Unit	Annual Return
Create a measure for domestic abuse disposal outcomes and assess how this compares with other victim based crimes.	Performance Information Unit	Evidenced over life of plan
To review the inclusion of all relevant information on domestic abuse, stalking, harassment honour-based violence, forced marriage & female genital mutilation in the Force Strategic Assessment.	Force Intelligence Bureau	Evidenced over life of plan
To evaluate the performance framework review process to identify opportunities for greater scrutiny and peer review.	Public Protection Unit	June 2016

## DELIVERY AND MONITORING

Our Domestic Abuse Action Plan will be monitored as part of our internal performance framework at our monthly Safeguarding Meeting and supported by our City partners.

We will ensure this area remains on our agenda and is an integral part of how we monitor performance, keeping a separate action plan for this area will facilitate in-depth monitoring of capability and performance and allow quick actions to be taken where we feel we are not meeting our high standards.



This page is intentionally left blank



## **Appendix B-**

### **Training Content for domestic abuse and vulnerability**

The training content for the proposed training package includes the following:

- Outline Domestic Abuse as an offence (use of definition)
- Identify roles that will come into contact with DA victims/witnesses/suspects
- Describe how initial police contact with victims can influence an investigation/prosecution
- Explain legislation available (including new laws regarding coercive control – link to police contact with Clare’s Law)<sup>1</sup>
- Explain first responder responsibilities – inclusive of how victims may provide information to police and how perpetrators may try to transfer manipulation either onto the victim or the officer in real time.
- Explain evidential awareness – scene/injury/photography/BWC
- Breakdown the contents of the DASH booklet - explanation of individual questions within the DASH system (to include the reason they are asked and the knowledge of why they are asked).
- Explain the importance and process of Risk Assessment
- Describe the effects of DA on children – both within the domestic environment and how that may manifest itself in other social/public settings (ASB etc). Consideration to be given to this aspect when dealing with missing persons.
- Identify the support networks in place (Vulnerable Victim Co-ordinator) – explanation of what the next step is after first response so officers are aware of why they are taking the actions they are, regardless of whether they are involved in the longer term investigation.
- Explain the difference between stalking and harassment (including differing legislation available)
- Describe the levels of stalking/harassment and how this can manifest into obsessive, violent and homicidal behaviour

### **Data Sets for Performance indicator dashboard**

- 1) Number of domestic abuse crime & incidents
- 2) Number of victims of domestic abuse crimes/incidents broken down by age, gender, & ethnicity
- 3) Number of repeat victims of domestic abuse incidents
- 4) Arrest rate for domestic abuse related crimes
- 5) Disposal outcomes for domestic abuse cases
- 6) How the disposal outcomes compare to other victim based crimes
- 7) Number of domestic violence cases at every risk level (standard/Medium/High)

---

<sup>1</sup> <https://www.gov.uk/government/news/clares-law-to-become-a-national-scheme>

**NOT PROTECTIVELY MARKED**

- 8) How many domestic abuse cases are referred to MARAC
- 9) Completion rates of DASH books against number of domestic crimes/incidents
- 10) Number of Stalking & Harassment cases recorded
- 11) Completion rates of stalking risk assessments against the number of stalking crimes/incidents
- 12) Number of coercive control cases
- 13) Number of Domestic Violence Protection Orders (DVPO)
- 14) Number of Domestic Violence Disclosure Schemes (DVDS – Claire's Law)
- 15) Data on number of Police Information Notices being issued
- 16) Data on conviction rates
- 17) Number of Child Coming to Notice (377's) completed in relation to domestic abuse cases
- 18) Number of domestic abuse cases that include early evidence from Body Worn Cameras
- 19) How many cases reach prosecution that include body worn camera evidence
- 20) Victim Satisfaction level

<b>Committee(s):</b> Police: Performance and Resource Management Sub-Committee	<b>Date:</b> 30 <sup>th</sup> November 2016
<b>Subject:</b> 2 <sup>nd</sup> Quarter Performance against measures set out in the Policing Plan 2016-19	<b>Public</b>
<b>Report of:</b> Commissioner of Police Pol 53-16	<b>For Information</b>

### Summary

1. This report summarises performance against the measures in the Policing Plan 2016-19 for the period 1<sup>st</sup> April 2016 to 30<sup>th</sup> September 2016.

Measure	TREND Qtr 3 (15/16)	TREND Qtr 4 (15/16)	TREND Qtr 1 (16/17)	TREND Qtr2 (16/17)
1. The number of specific counter terrorism deployments tasked that are completed.	Stable	Stable Positive	Stable	Stable Positive* <sup>1</sup>
2. The percentage of those surveyed who are confident that the City of London is protected from terrorism	Deteriorating	Improving	Stable	Improving
3. The education and enforcement activities delivered to support the City of London Corporation's casualty reduction target	Stable	Stable Positive	Stable	Stable Positive
4. The number of disposals from manned enforcement activities	Stable	Improving	Deteriorating	Stable Positive
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	Improving	No survey in 4 <sup>th</sup> qtr	No survey in 1 <sup>st</sup> qtr	Deteriorating
6. The level of victim-based violent crime	Deteriorating	Deteriorating	Deteriorating	Stable Positive
7. The level of victim-based acquisitive crime	Improving	Improving	Stable	Stable Negative
8. The capacity and capability of the Force to deal with the threat posed by cyber crime	N/A	N/A	Stable	Stable Positive
9. The level of antisocial behaviour incidents	Improving	Improving	Improving	Deteriorating
10. The percentage of victims of fraud investigated by the Economic Crime Directorate who are satisfied with the service provided	Improving	Stable Negative	Improving	Stable Positive
11. The number of City Fraud Crimes Investigated resulting in a positive action whether through offender disposal, prevention or disruption	Stable	Stable Positive	Stable	Stable Positive
12. The value of fraud prevented through interventions	Improving	Improving	Improving	Improving
13. The attrition rate of crimes reported to Action Fraud	Improving	Stable Positive	Improving	Improving

\*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 number of complaints against Action Fraud	Improving	Stable Negative	Stable Improving	Stable Negative
15.Level of the National Lead Force’s return on investment	Improving	Deteriorating	Improving	Improving
16.The percentage of victims of fraud who are satisfied with the Action Fraud reporting service (online)	New criteria	New criteria	New criteria	Stable Negative
17.The level of satisfaction of victims of crime with the service provided by the city of London police	Stable	Stable Positive	Stable Improving	Stable Negative
18.The percentage of people surveyed who believe the police in the City of London are doing a good or excellent job	Deteriorating	Next survey not until Oct 2016	Next survey not until Oct 2016	Survey results to be reported in Q3

At the commencement of this performance year, Members undertook to review the extent to which Measure 8 - **The capacity and capability of the Force to deal with the threat posed by cyber crime** - is providing the required reassurance after six months (See Outstanding References). Members’ views are therefore now sought as to whether they are satisfied that this measure is fit for purpose, requires amending or should be discontinued and replaced.

### **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 2016-19 at the end of the 2nd quarter 2016-17 (to 30<sup>th</sup> September 2016) of the financial year (1<sup>st</sup> April 2016 – 31<sup>st</sup> March 2017). 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, 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 is provided.
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 2015-16 shows that between 1<sup>st</sup> April and 30<sup>th</sup> September 2016:
- Total victim-based crime (which includes violence against the person, sexual offences, robbery, burglary, theft and criminal damage) stood at 2,336 offences, compared to 2,191 offences at the same the previous year, an increase of 145 offences ( + 6.6%). This has principally been caused by an overall increase in levels of acquisitive crime (118 more offences than last year (+7.2%).
  - Crimes against statute, which includes drugs offences, possession of weapons, public order offences and ‘miscellaneous crimes against society’<sup>2</sup>, fell by -4.0% or 17 fewer offences.
  - At the end of September 2016, total notifiable crime had increased by 4.9% or 128 offences (2,747 crimes compared to 2,619 the previous year).
5. In addition to those items reported in this year’s Q1 update report to your Sub Committee, notable Force achievements and activities during the 2<sup>nd</sup> quarter 2016/17 include:
- The prosecution of 3 people resulting from 2 insurance fraud investigations; 1 was jailed for 3 years, whilst the other 2 (husband and wife) both received custodial sentences of 12 months.
  - A violent offender was sentenced to 11 months imprisonment for committing grievous bodily harm. The success of the prosecution was greatly assisted by the quick thinking of the investigating PC who was able to obtain best evidence and secure the scene very soon after the offence had been committed.
  - The Money Laundering Unit seized almost £300,000 from a company director who is alleged to have laundered criminal proceeds from a suspected investment boiler room fraud.
  - The City of London Police Community Cycle Team (CCT) was awarded the “Be-spoke Achievement Award” by Bike Register in July 2016 in recognition of the work done by the team to reduce cycle thefts in the City.
  - A man caught by the Force with 28 wraps of cocaine hidden in his socks was jailed for 6 years 8 months in August 2016.
  - 2 men were sentenced to over 10 years imprisonment between them following a trial at the Old Bailey for conspiracy to commit fraud by false

---

<sup>2</sup> These crimes include prostitution, going equipped for stealing, perjury, perverting the course of justice, and possession of false documents, amongst others.

representation and possession of articles for use in fraud (essentially a counterfeiting cheque making machine).

## Performance against measures

6. **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.** The only event that has been surveyed this year to date has been the Police Memorial Service, held on 25<sup>th</sup> September 2016. Despite sending the usual survey to the usual recipients, only 18 responses were received. Of those 18, 14 were satisfied with the information provided (77.8%), 1 felt it was too short and 3 felt it was too long. Due to the very low numbers of respondents, the 4 dissatisfied people have had an uncharacteristically significant adverse impact on the overall satisfaction rate. It is anticipated this will be redressed somewhat by the results for the Lord Mayor's Show.
7. **Measure 7 – The number of victim-based acquisitive crimes.** Whilst the level of acquisitive measure is shown as stable (it is within statistical tolerance levels), August and September recorded the first increases in levels in the past 2 years. Year to date figures are showing an increase of 7.5% or 123 more crimes. Nationally, all forces are also recording an increase in this area of criminality, although at lower percentage point levels (+1.8% nationally, +2.7% MPS). Caution should be exercised when comparing percentage increases (or decreases) given the very different volume of crime recorded in the City of London compared to elsewhere. The increase is principally attributable to increases in vehicle offences (theft of or from a vehicle) and bicycle thefts. In light of this increase a problem solving approach has been commissioned by the Force Performance Management Group (PMG), which will deliver a number of tactical options aimed at reducing the crimes with progress being reported to PMG.
8. **Measure 9 – The number of antisocial behaviour incidents.** This measure is recorded as deteriorating as the number of incidents for September has more than doubled. This is a recording issue. An audit conducted in force during August identified that some incidents of ASB were being incorrectly coded by staff, resulting in almost 50% of incidents not being recorded correctly as ASB. It should be noted that the Force has reviewed those cases that were incorrectly coded and no vulnerable people were affected. It has also not affected the service victims have received. The incorrect coding was a training issue that has been rectified; however, the result is that the Force can expect that going forward the level of ASB will be approximately 50% higher than it has historically been recorded.

### Measure 8 - Cyber crime measure review

9. Cyber crime was introduced as a new Force priority by the current Policing Plan, historically therefore there had not been any measures that assessed Force performance in this area. The current measure was adopted to provide assurance that the Force has appropriate capability and capacity to respond

effectively to the threat and harm posed by cyber and cyber enabled crime in the City of London, and support regional and national obligations under the Strategic Policing Requirement.

10. It was agreed that an assessment provided by the Chair of the Cyber Crime Working Group would be made and would provide a quarterly overview of:
  - Number of Officers/staff trained using the college of policing mainstream cyber training (being the minimum training requirement for front line staff).
  - Number of officers/staff trained within niche departments on using the “Fire Brand” training.
  - The High tech crime unit (bespoke training courses delivered to staff).
  - The number of Digital Media Investigators trained within Force.
  - The Force’s commitment to regional operations.
  - Crime statistics relevant to cyber-enabled crimes.
  - A professional assessment of whether current capability is adequate to meet the demand.
  
11. The above information has been provided for the past two quarters. It is proposed to continue to report this information to provide assurance that the threat of cyber crime is being addressed. At the commencement of this performance year, Members undertook to review the extent to which this measure is providing the required reassurance after six months (See Outstanding References). Members’ views are therefore now sought as to whether they are satisfied that this measure is fit for purpose, requires amending or should be discontinued and replaced.

### **Background Papers:**

- **Appendix ‘A’ Performance Summary**

#### **Contact:**

*Stuart Phoenix*

*020 7601 2213*

*Stuart.phoenix@cityoflondon.pnn.police.uk*

## APPENDIX A – PERFORMANCE SUMMARY FOR 1<sup>st</sup> APRIL – 30<sup>th</sup> SEPTEMBER 2016

<b>Measure 1</b>	<b>The number of specific counter terrorism deployments tasked that are completed.</b>					
<b>AIM/RATIONALE</b>	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.					
<b>DEFINITIONS</b>	“Counter Terrorism options tasked” are specific actions tasked by Security Group for completion.					
<b>MEASUREMENT</b>	This measure will be reported against using the percentage of counter terrorism options tasked that are completed (as assessed by Security Group)					
<b>DATA SOURCES</b>	UPD/I&I/Crime Directorate					
<b>ASSESSMENT</b>	<b>Qtr 3 2015/16: STABLE</b>	<b>Qtr 4 2015/16: STABLE</b>	<b>Qtr 1 2016/17: STABLE</b>	<b>Qtr 2 2016/17: STABLE</b>		
<p><b>Main measure</b>                      Uniform policing provides daily CT patrols in the City. The areas that are chosen are those that our Counter Terrorism Security Advisors indicate are all either sites of CNI (Critical National Infrastructure) or ‘soft target’ areas. This is complemented by dedicated Servator deployments. Below is a summary of security group taskings delivered.  <b>Current Threat Level: Severe</b></p>						
Fortnightly period	Number of hours units deployed	Total number of officers deployed	Total of Hours	Number of Stop & Searches Completed	Number of Arrests	Number of Terrorism Act Offences
W/C 11/07	130.99	408	504.55	40	4	0
W/C 18/07	93.46	320	331.58	18	2	0
W/C 25/07	109	364	441.75	15	6	0
W/C 01/08	94.14	297	341.27	30	4	0
W/C 08/08	85.89	361.33	320.65	5	4	0
W/C 15/08	95.88	353.5	322.76	10	1	0
W/C 22/08	95.17	300	399.21	21	4	0
W/C 29/08	95.17	300	399.21	21	4	0
W/C 05/09	93.24	259	297.22	8	3	0
W/C 12/09	121.14	418	497.22	32	2	0
W/C 19/09	131.62	458.5	579.66	12	1	0
W/C 26/09	113.13	360.5	442.89	9	1	0



**Note: this aspect of the measure is new and therefore it is not possible to supply historic comparative data., 2014/15 & 2015/16 data has been included for the supplementary information below.**

**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
<b>Number Griffin Attendees</b>	46	43	37	134	103	77						
<b>Percentage consider Force capable</b>	<b>97%</b>	<b>98%</b>	<b>97%</b>	<b>98%</b>	<b>98%</b>	<b>98%</b>						
<b>2015/16 levels</b>	100%	98%	98%	98%	n/a	95%	98%	85%	95%	n/a	97%	95%
<b>2014/15 levels</b>	99%	100%	96%	100%	98%	99%	99%	100%	98%	n/a	98%	98%
<b>Number Argus Attendees</b>												
<b>Number Argus Attendees</b>	136	131	96	176	20	99						
<b>Percentage consider Force capable</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>						
<b>2015/16 levels</b>	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
<b>2014/15 levels</b>	100%	100%	100%	100%	n/a	100%	99%	100%	100%	97%	100%	100%

<b>Measure 2</b>	<b>The percentage of those surveyed who are confident that the City of London is protected from terrorism.</b>				
<b>AIM/RATIONALE</b>	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.				
<b>MEASUREMENT</b>	<p>Data for this measure will be provided from the iModus surveys, conducted quarterly. The question asked is “Do you feel reassured by the work done by the City of London Police to protect the City from terrorism. Respondents will be asked what they expect from the Force to improve, which can be used to inform operational and communications plans.</p> <p><b>GUIDE:</b> Over the course of 2014-15, the Force recorded levels ranging from 85% to 90% people surveyed. It is valid to use a numerical guide here as what is being measured is peoples’ perception, i.e. no perverse incentives or action can be used to influence performance against this measure.</p>				
<b>ASSESSMENT</b>	<b>Qtr 3 2015/16 -</b>	<b>Qtr 4 2015/16: New measure</b>	<b>Qtr 1 2016/17: STABLE</b>	<b>Qtr 2: 2016/17 IMPROVING</b>	
<p>Do you feel reassured by the work done by the City of London Police to protect the City from terrorism?</p>		Qtr 1	Qtr 2	Qtr 3	Qtr 4
	<b>2016/17</b>	<b>88.6%</b>	<b>97.1%</b>		
	<b>2015/16</b>	-	-	-	90.4%
<p>The question used to report this on this measure for 2016/17 differs so no direct comparison to previous data can be made, data for 2013-2016 is provided below for reference. The question asked within the current survey was asked within the 4<sup>th</sup> quarter 2015/16 where the Force achieved 90%. Therefore the Force is currently performing stable to the results of the previous quarter.</p>					
How confident are you that the City of London is protected from terrorism?		Qtr 1	Qtr 2	Qtr 3	Qtr 4
<b>2015/16</b>		69%	72.2%	62.05%	68.3%
<b>2014/15</b>		90%	85.7%	87.1%	80.6%
<b>2013/14</b>		90.7%	84.5%	89.1%	88.5%

<b>Measure 3</b>	<b>The education and enforcement activities delivered to support the City of London Corporation's casualty reduction target.</b>			
<b>Owner</b>	UPD			
<b>AIM/RATIONALE</b>	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.			
<b>DEFINITIONS</b>	An evidence-based enforcement or education activity in any activity aimed at road users (drivers, cyclists, motor cyclists and vulnerable road users (including pedestrians)) intended to educate road users for better or more responsible road use.			
<b>MEASUREMENT</b>	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.  <b>PMG GUIDE: SATISFACTORY:</b> All planned operations and events are delivered <b>CLOSE MONITORING:</b> 90% - 99% of operations and events are delivered <b>REQUIRES ACTION:</b> 89% or less operations and events are delivered			
<b>ASSESSMENT</b>	<b>Qtr 3 2015/16: STABLE</b>	<b>Qtr 4 2015/16: STABLE</b>	<b>Qtr 1 2016/17: STABLE</b>	<b>Qtr 2 2016/17: STABLE</b>
<b>July 2016</b>				
<ul style="list-style-type: none"> <li>• <b>Speed Campaign – 20mph Zone:</b> 10 x Traffic Offence Reports issued, 7 x endorsable tickets issued</li> <li>• <b>Seat Belts:</b> 8 x Traffic Offences Reports Issued, 3 x Non-Endorsable Fixed Penalty Notice issued</li> <li>• <b>Mobile Phones:</b> 79 x Traffic offence reports issued and 7 Endorsable tickets issued</li> <li>• <b>Community Roadwatch –</b> City Police and volunteers from the Corporation deploy once a week to monitor the 20mph speed limit. The volunteers are shown how to operate the speed gun and they detect offenders, write down registration details and a warning letter is sent to the registered keeper. During July 20 x 1<sup>st</sup> warning letters were issued.</li> <li>• <b>Operation Atrium –</b> During July 77 atrium tickets were issued. This resulted in 36 persons attending the road show held at St Pauls Churchyard.</li> </ul>				
<b>September 2016</b>				
<ul style="list-style-type: none"> <li>• <b>Speed Campaign – 20mph Zone:</b> 2 x Traffic Offence Reports issued, 1x Endorsable tickets issued.</li> <li>• <b>Seat Belts:</b> 3 x Traffic Offences Reports Issued, 10 Fixed Penalty Notices issued.</li> <li>• <b>Mobile Phones:</b> 78 Traffic offence reports issued and 7 Endorsable tickets issued.</li> <li>• <b>Community Roadwatch –</b> 20 x 1<sup>st</sup> warning letters have been sent out.</li> <li>• <b>Operation Atrium –</b> During September, 28 Fixed Penalty Notices were issued for cycling offences, resulting in 12 persons attending the Atrium road show.</li> </ul>				

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
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
2016/17	3	4	3	6	3	1							20

<b>Measure 4</b>	<b>The number of disposals from manned enforcement activities</b>																																																							
<b>AIM/RATIONALE</b>	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.																																																							
<b>DEFINITIONS</b>	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																																																							
<b>MEASUREMENT</b>	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. <b>GUIDE: IMPROVING:</b> An increasing monthly trend of overall disposals <b>STABLE:</b> A consistent trend within the usual monthly range <b>DETERIORATING:</b> Reducing monthly trend of overall disposals																																																							
<b>ASSESSMENT</b>	<b>Qtr 3 2015/16: DETERIORATING</b>			<b>Qtr 4 2015/16: IMPROVING</b>			<b>Qtr 1 2016/17: DETERIORATING</b>			<b>Qtr 2 2016/17: STABLE</b>																																														
<p>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.</p> <p>See table below</p> <table border="1"> <thead> <tr> <th><b>April 2015 - March 2016</b></th> <th>Apr</th> <th>May</th> <th>Jun</th> <th>Jul</th> <th>Aug</th> <th>Sep</th> <th>Oct</th> <th>Nov</th> <th>Dec</th> <th>Jan</th> <th>Feb</th> <th>Mar</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td></td> <td><b>341</b></td> <td><b>412</b></td> <td><b>287</b></td> <td><b>395</b></td> <td><b>463</b></td> <td><b>413</b></td> <td><b>347</b></td> <td><b>315</b></td> <td><b>73</b></td> <td><b>603</b></td> <td><b>423</b></td> <td><b>338</b></td> <td><b>4410</b></td> </tr> <tr> <td>Quarterly totals</td> <td colspan="3"><b>1040</b></td> <td colspan="3"><b>1271</b></td> <td colspan="3"><b>735</b></td> <td colspan="4"><b>1364</b></td> <td><b>4410</b></td> </tr> </tbody> </table> <p>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. The table overleaf for the current year shows a stable position, with a slight improvement on the previous quarter's performance.</p>														<b>April 2015 - March 2016</b>	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total		<b>341</b>	<b>412</b>	<b>287</b>	<b>395</b>	<b>463</b>	<b>413</b>	<b>347</b>	<b>315</b>	<b>73</b>	<b>603</b>	<b>423</b>	<b>338</b>	<b>4410</b>	Quarterly totals	<b>1040</b>			<b>1271</b>			<b>735</b>			<b>1364</b>				<b>4410</b>
<b>April 2015 - March 2016</b>	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total																																											
	<b>341</b>	<b>412</b>	<b>287</b>	<b>395</b>	<b>463</b>	<b>413</b>	<b>347</b>	<b>315</b>	<b>73</b>	<b>603</b>	<b>423</b>	<b>338</b>	<b>4410</b>																																											
Quarterly totals	<b>1040</b>			<b>1271</b>			<b>735</b>			<b>1364</b>				<b>4410</b>																																										

## April 2016 - March 2017

Month	April	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	TOTAL
Without due care and attention - TOR	17	12	18	4	23	13							87
Without due care and attention - EFPN	0	1	0	3	6	0							10
Without consideration to others - TOR	1	0	0	0	4	4							9
Without consideration to others - EFPN	0	0	0	0	0	0							0
Community Road Watch 1st warning letter sent for speeding in 20mph zone	31	20	20	20	20	20							131
Speed 20 - TOR	104	45	31	10	19	2							211
Speed 20 - EFPN	19	8	11	7	14	1							60
Speed 30 - TOR	0	0	0	1	0	0							1
Speed 30 - EFPN	0	0	0	0	1	0							1
Seatbelts - TOR	13	13	2	8	12	3							51
Seatbelts - Ticket	3	2	0	3	14	10							32
Mobile phones - TOR	34	67	112	79	76	78							446
Mobile phones - EFPN	10	2	11	7	5	7							42
Op Atrium	65	67	0	77	176	28							413
<i>*Number attending Op Atrium Road Show</i>	31	39	0	36	58	12							
Safe Ride Safe Road	4	6	6	5	4	0							25
SRSR who completed the course	0	0	0	0	2	0							2
<b>TOTAL</b>	<b>301</b>	<b>243</b>	<b>211</b>	<b>224</b>	<b>376</b>	<b>166</b>							<b>1521</b>
<b>Quarterly totals</b>		<b>755</b>			<b>766</b>								<b>1521</b>

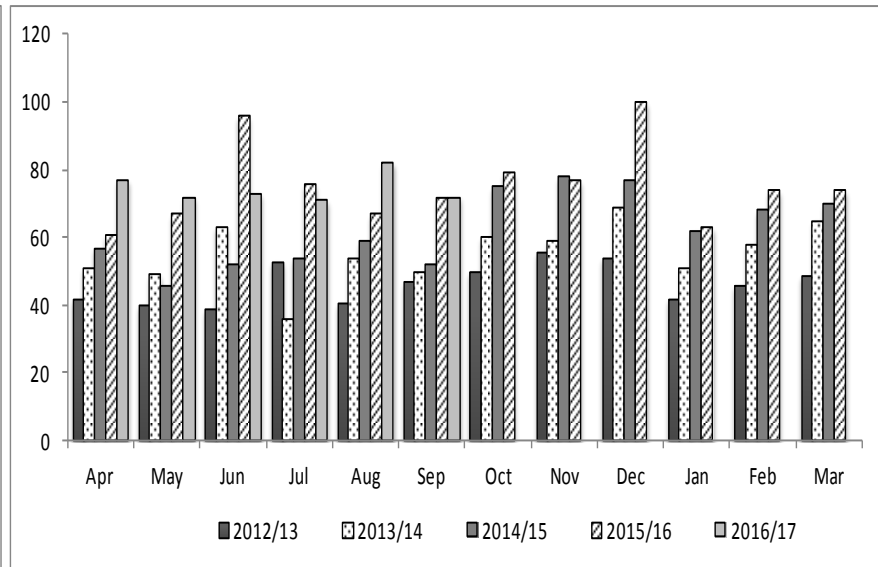
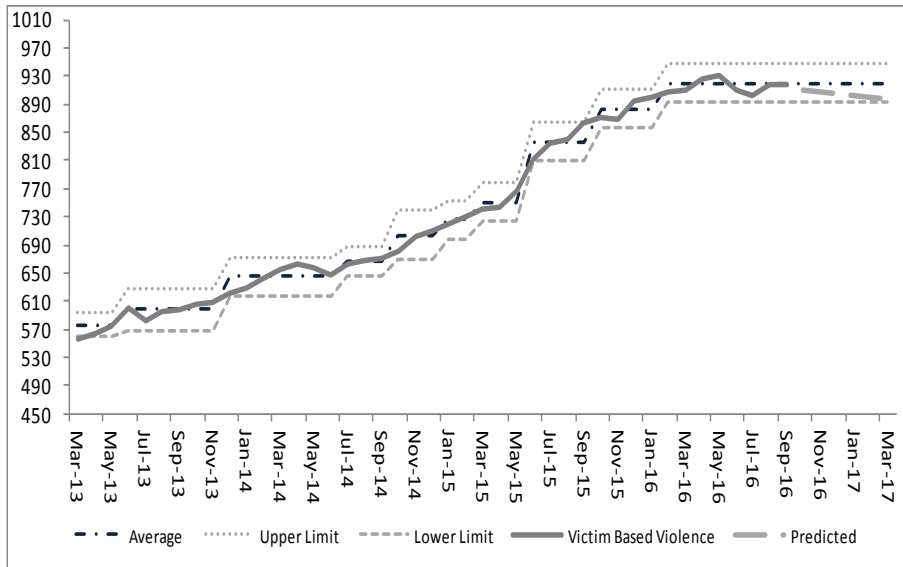
\*The Atrium roadshow attendance figures are not included in the total as it is an educational activity rather than an enforcement activity.

<b>Measure 5</b>	<b>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.</b>																							
<b>AIM/RATIONALE</b>	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.																							
<b>DEFINITIONS</b>	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.																							
<b>MEASUREMENT</b>	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. <b>GUIDE:</b> 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																							
<b>ASSESSMENT</b>	<b>Qtr 3 2015/16: IMPROVING</b>	<b>Qtr 4 2015/16: STABLE</b>	<b>Qtr 1 2016/17: NO SURVEY</b>	<b>Qtr 2 2016/17: DETERIORATING</b>																				
<table border="1"> <thead> <tr> <th>Event</th> <th>Date</th> <th>Satisfaction rate</th> <th>TREND</th> </tr> </thead> <tbody> <tr> <td>Police Memorial</td> <td>September 2016</td> <td>77.8%</td> <td>▼</td> </tr> <tr> <td>Lord Mayor’s Show</td> <td>November 2016</td> <td></td> <td></td> </tr> </tbody> </table>					Event	Date	Satisfaction rate	TREND	Police Memorial	September 2016	77.8%	▼	Lord Mayor’s Show	November 2016										
Event	Date	Satisfaction rate	TREND																					
Police Memorial	September 2016	77.8%	▼																					
Lord Mayor’s Show	November 2016																							
<table border="1"> <thead> <tr> <th>Event</th> <th>Police Memorial</th> <th>Lord Mayors Show</th> <th></th> </tr> </thead> <tbody> <tr> <td>Number of responses</td> <td>18</td> <td></td> <td></td> </tr> <tr> <td>Information provided about right</td> <td>14 (77.78%)</td> <td></td> <td>-</td> </tr> <tr> <td>Information provided slightly too long</td> <td>3 (16.67%)</td> <td></td> <td></td> </tr> <tr> <td>Information provided slightly too short</td> <td>1 (5.56%)</td> <td></td> <td></td> </tr> </tbody> </table>					Event	Police Memorial	Lord Mayors Show		Number of responses	18			Information provided about right	14 (77.78%)		-	Information provided slightly too long	3 (16.67%)			Information provided slightly too short	1 (5.56%)		
Event	Police Memorial	Lord Mayors Show																						
Number of responses	18																							
Information provided about right	14 (77.78%)		-																					
Information provided slightly too long	3 (16.67%)																							
Information provided slightly too short	1 (5.56%)																							
<table border="1"> <tbody> <tr> <td>Total number of responses</td> <td>18</td> <td><b>2013/14 average</b></td> <td>90.0%</td> </tr> <tr> <td>Total number satisfied</td> <td>14</td> <td><b>2014/15 average</b></td> <td>90.2%</td> </tr> <tr> <td>Overall Satisfaction rate</td> <td>77.8%</td> <td><b>2015/16 average</b></td> <td>94.5%</td> </tr> <tr> <td></td> <td></td> <td><b>2016/17 average</b></td> <td><b>77.8%</b></td> </tr> </tbody> </table>					Total number of responses	18	<b>2013/14 average</b>	90.0%	Total number satisfied	14	<b>2014/15 average</b>	90.2%	Overall Satisfaction rate	77.8%	<b>2015/16 average</b>	94.5%			<b>2016/17 average</b>	<b>77.8%</b>				
Total number of responses	18	<b>2013/14 average</b>	90.0%																					
Total number satisfied	14	<b>2014/15 average</b>	90.2%																					
Overall Satisfaction rate	77.8%	<b>2015/16 average</b>	94.5%																					
		<b>2016/17 average</b>	<b>77.8%</b>																					

Measure 6	Levels of victim-based violent crime.												
<b>AIM/RATIONALE</b>	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.												
<b>DEFINITIONS</b>	<p>“Victim-based violent crime” comprises homicide, violence with injury, violence without injury and sexual offences.</p> <p>“Systemic increase” is one that is 6 consecutive increases above the mean or 4 consecutive increases above a tolerance level</p>												
<b>MEASUREMENT</b>	<p>PMG will receive data around current levels of victim-based violent crime, trend information and analysis. <b>Note:</b> w.e.f. 1<sup>st</sup> 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.</p> <p><b>GUIDE:</b> <b>IMPROVING:</b> Reducing trend of victim-based violent crime  <b>STABLE:</b> Level of crime within statistical tolerance levels (as indicated monthly on performance charts)  <b>DETERIORATING:</b> Unstable trends or systemic increase in levels of violent crime</p>												
<b>ASSESSMENT</b>	Qtr 3 2015/16: DETERIORATING			Qtr 4 2015/16: DETERIORATING			Qtr 1 2016/17: DETERIORATING			Qtr 2 2016/17: STABLE/ IMPROVING			
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
2016-17	77	72	70	69	78	72							438



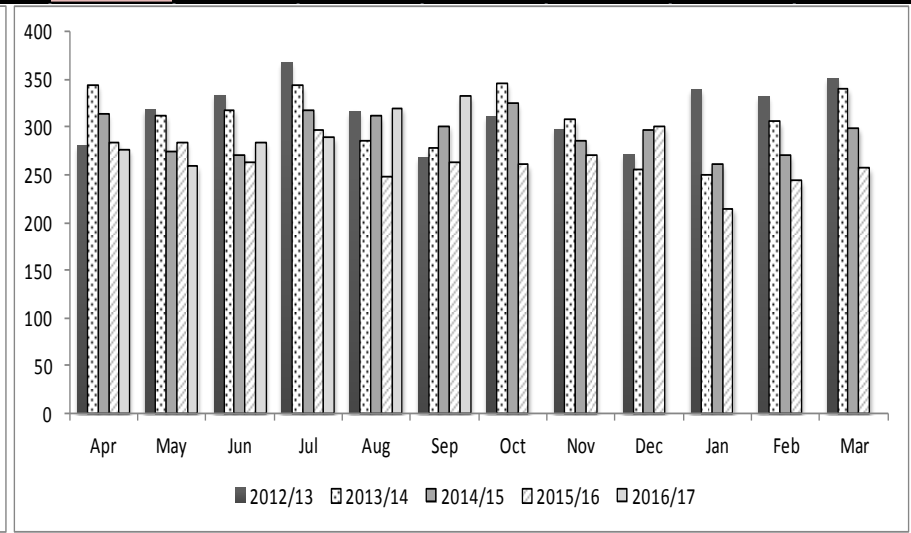
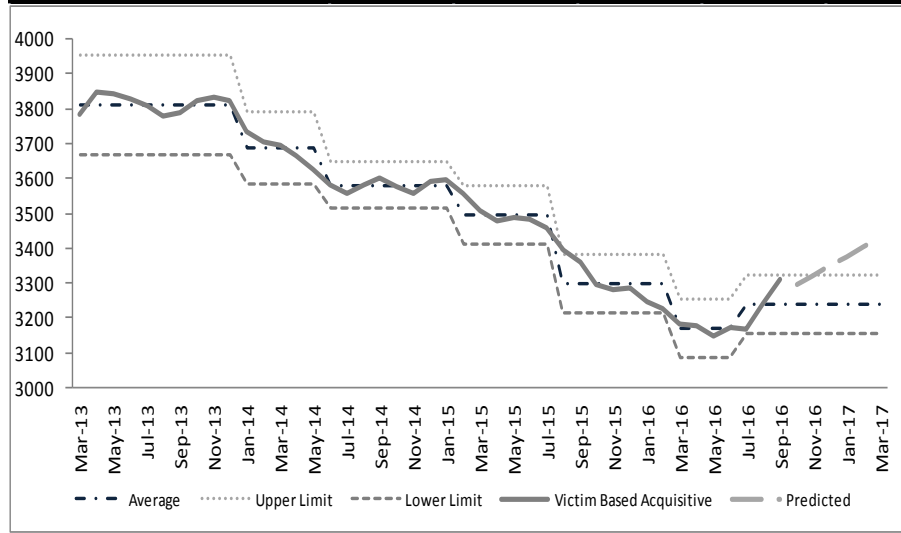
Victim Based Violence	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2015-16 (month)	61	67	96	76	67	72	79	77	100	63	74	74
2016-17 (month)	76	71	72	69	78	72						
Change (month)	15	4	-24	-7	11	0						
	24.6%	6.0%	-25.0%	-9.2%	16.4%	0.0%						
2015-16 (YTD)	61	128	224	300	367	439	518	595	695	758	832	906
2016-17 (YTD)	76	147	219	288	366	438						
Change (YTD)	15	19	-5	-12	-1	-1						
	24.6%	14.8%	-2.2%	-4.0%	-0.3%	-0.2%						
Prediction 16/17 FY End	-	1004	954	896	880	896						



Based on reportable data during Sept 2016, 72 victim based violent crimes were reported, (same number as that reported last FY). FYTD stands at 438 crimes compared to 439 last years (-0.2%). The FY end prediction is showing an increase and now stands at 896 crimes (same as July prediction). **Based on HO data as of August 16 nationally violent crime is showing a 15.66% increase, Met is showing an increase of 6.51% and Westminster showing an increase of 9.09%.**

Measure 7	Levels of victim-based acquisitive crime.												
<b>AIM/RATIONALE</b>	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.												
<b>DEFINITIONS</b>	"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												
<b>MEASUREMENT</b>	Assessment is based on current levels of victim-based acquisitive crime, trend information and analysis.  <b>GUIDE: IMPROVING:</b> Reducing trend of victim-based acquisitive crime <b>STABLE:</b> Level of crime within statistical tolerance levels (as indicated monthly on performance charts) <b>DETERIORATING:</b> Unstable trends or systemic increase in levels of acquisitive crime												
<b>ASSESSMENT</b>	Qtr 3 2015/16: STABLE/IMPROVING				Qtr 4 2015/16: STABLE/IMPROVING				Qtr 1 2016/17: STABLE			Qtr 2 2016/17: STABLE /DETERIORATING	
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
2016-17	281	269	295	289	321	333							943

Victim Based Acquisitive	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2015-16 (month)	285	285	263	297	248	264	261	272	301	215	245	258
2016-17 (month)	277	260	285	289	321	333						
Change (month)	-8	-25	22	-8	73	69						
	-2.8%	-8.8%	8.4%	-2.7%	29.4%	26.1%						
2015-16 (YTD)	285	570	833	1130	1378	1642	1903	2175	2476	2691	2936	3194
2016-17 (YTD)	277	537	822	1111	1432	1765						
Change (YTD)	-8	-33	-11	-19	54	123						
	-2.8%	-5.8%	-1.3%	-1.7%	3.9%	7.5%						
Prediction 16/17 FY End	-	2915	3054	3057	3254	3,429						



FYTD stands at 1765 crimes compared to 1642 last year (+7.5%). Predictions based on the current 12 rolling month trend suggest the force will end the year with 3429 offences. Based on HO data as of August 16, nationally acquisitive crime is showing a 1.78% increase, Met is showing an increase of 2.73% although Westminster is showing a reduction of 2.31%.

<b>Measure 8</b>	<b>The capacity and capability of the Force to deal with the threat posed by cyber crime.</b>			
<b>AIM/RATIONALE</b>	To implement the Force Cyber Crime Strategy and ensure that the Force has the appropriate capability to respond effectively to the threat and harm posed by cyber enabled and cyber crime within the City of London, and support national and regional obligations under the Strategic Policing Requirement			
<b>DEFINITIONS</b>	NA			
<b>MEASUREMENT</b>	<p><b>Measurement:</b> The measurement of this will be provided by a narrative assessment quarterly by the Chair of the Cyber Crime Working group. Figures will be provided on the following:</p> <ul style="list-style-type: none"> <li>• Number of Officers/staff trained using the college of policing mainstream cyber training. This is the minimum training requirement for front line staff.</li> <li>• Number of officers/staff trained within niche departments on using the “Fire Brand” training.</li> <li>• The High tech crime unit (Bespoke training courses delivered to staff)</li> <li>• DMI role, the number of DMI trained within Force.</li> </ul> <p>Additionally we will be able to record the Force commitment to Op Falcon and record the number of staff seconded to this Op who will be gaining skills and expertise in cyber investigation.</p> <p><b>GUIDE: IMPROVING:</b> The Force has the appropriate capability to effectively deal with the Cyber threat facing the City of London.  <b>STABLE:</b> The Force has the appropriate capability to deal with the cyber threat facing the city of London, however aspects of this are still developing maturity within their use and roll out with partners.  <b>DETERIORATING:</b> The Force does not have the appropriate capability to deal with the threat level.</p>			
<b>ASSESSMENT</b>	<b>Qtr 3 2015/16 NA</b>	<b>Qtr 4 2015/16 NA</b>	<b>Qtr 1 2016/17: STABLE</b>	<b>Qtr 2 2016/17: STABLE</b>
<p>This is a new measure for the 2016/17 Policing Plan reflecting the increased activity the Force is undertaking to manage the threat of Cyber crime facing the City. No direct comparison is possible with previous information and performance criteria.</p> <p><b><u>Mainstream Cyber Crime Training.</u></b></p> <p>There is currently 512 staff across the organisation who have received the College of Policing accredited programme of Mainstream Cyber Crime Training (25 more than the previous quarter). There are additional courses scheduled every month until the end of the 16/17 period. This number includes staff from most relevant departments including support staff roles involved in the assessment of crime at point of receipt.</p> <p><b><u>Digital Media Investigators.</u></b></p> <p>There are 6 trained Digital Media Investigators (DMI’s) trained across the Force.</p> <p>Digital Media Investigators (DMI’s) are Tactical Advisors to SIO’s &amp; IO’s. They are trained and part of an ongoing CPD programme that maintains their knowledge and awareness of developing technological support that can be applied to serious and volume crime.</p>				

**Fire Brand Training.**

7 operational front line staff have attended the accredited 'Fire Brand' training. This programme is considered to be advanced level training in relation to more complex cyber crime including network intrusion or hacking.

**Operation FALCON – Regional Capability.**

2 Detective Constables continue to be on funded secondment with the MPS Operation FALCON team. They are both located within the Enforcement area of the team. We have not been required to escalate any enquiries to the regional capability in Qtrs 1 or 2.

**Crime Levels & Trends.**

Within this crime year there have been the following flagged Cyber Crimes reported. *(Including Action Fraud referrals)*

April – 5 crimes

May – 7 crimes

June – 6 crimes. *(of which 1 crime has been transferred to MPS)*

July – 3 crimes

Aug – 10 crimes

Sep – 3 crimes

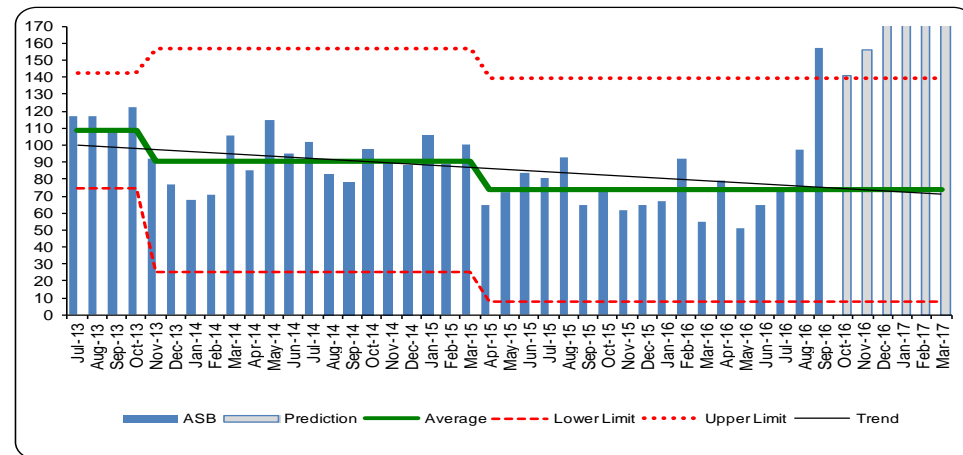
Based on current demand levels, current Force capability is adequate; however, capacity within the Digital Investigation Unit is currently at limits.

<b>Measure 9</b>	<b>Levels of antisocial behaviour incidents in the City of London.</b>			
<b>AIM/RATIONALE</b>	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.			
<b>DEFINITIONS</b>	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			
<b>MEASUREMENT</b>	Assessment of performance will be based on data around current levels of ASB, trend information and analysis. <b>GUIDE:</b> <b>IMPROVING:</b> Reducing trend in levels of antisocial behaviour incidents (as indicated monthly on performance charts) <b>STABLE:</b> Level of ASB within statistical tolerance levels (as indicated monthly on performance charts) <b>DETERIORATING:</b> Systemic increase in levels of antisocial behaviour incidents			
<b>ASSESSMENT</b>	<b>Qtr 3 2015/16: IMPROVING</b>	<b>Qtr 4 2015/16: IMPROVING</b>	<b>Qtr 1 2016/17: IMPROVING</b>	<b>Qtr 2 2016/17: DETERIORATING</b>

	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR
<b>2014-2015</b>	85	115	95	102	83	78	97	91	88	106	89	100
<b>2015-2016</b>	65	72	84	81	93	65	75	62	65	67	92	55
<b>2016-2017</b>	79	51	65	74	97	157						

April 2015 – Sep 2015: 460

April 2016 – Sep 2016: 523



## Issues & Performance

ASB levels continue to remain low in the City however the CoLP will expect to see a numerical increase of ASB this is due to the correct classification of ASB calls.

Due to the expected increase in ASB CADs we have now looked at if we can still remain effective and efficient in contacting victims of ASB. A clear rationale (based on vulnerability) will have to be recorded as to why we have contacted some victims and not others and a review of our SOP is underway. Since the last reporting period the majority of ASB reports were incidents of rowdy and inconsiderate behaviour particularly in the Bishopsgate/Old Broad St and Liverpool Street vicinity followed by begging and vagrancy.

There were no high or medium risk instances of ASB (these are where the victim has experienced more than one instance or the victim is vulnerable).

### Qtr 2 dip sample

20 ASB CADs have been selected from 01/08/2016 to 31/10/2016. The criteria used to determine if the incident requires a satisfaction survey is as follows:

- A resident from the City of London is the informant.
- The victim or witness is a repeat caller (2 or more calls).
- ASB within the time frame of 01/08/2016 to 31/10/2016.
- A previous ASB risk matrix has been completed in line with HMIC guidelines.

A Satisfaction Survey designed by Communities and Partnerships has been used to obtain feedback regarding the Victim/Witnesses response to how Police dealt with the incidents. The questions used in the survey are as follows:

- How did you find our service?
- What went well?
- What did not go so well?
- How can we improve?
- On a scale of one to ten, how did you find our service?

All 20 ASB CADs that met criteria have been contacted and offered the Satisfaction Survey. Results are based on the successful completion of the Satisfaction Survey.

### Results

As the survey consisted of qualitative and quantitative data this section explores statistical interpretations of the data collected and highlight comments of a qualitative nature to the reader's attention.

Whilst carrying out the survey it was noted that common theme of comments in relation to Police response "How did you find our service?" were as follows:

-Good

-Residents also appreciated that police responded to incidents that were not perceived by residents to be Police concerns such as noise issues that had not been resolved by the local authority.

Common themes of answers in relation to "What went well?" were as follows;

- Residents felt listened to.
- Issues resolved in a timely manner.

Common themes of answers in relation to "What did not go so well?" were as follows:

- Of all those spoken to, there were no negative comments.

The feedback for the level of service satisfaction, 1 representing a poor service and 10 representing a positive experience, was as follows:

- A score of 9 was the most frequently occurring score.
- Scores ranged from 8 as the lowest and 9 as the highest; therefore a satisfaction level of 100% was recorded for this dip sample.
- Average score for satisfaction was 9/10.

#### Conclusion

Residents calling the Police regarding ASB make up a smaller percentage of ASB calls when compared with those by businesses or security guards.

Results indicate that the City of London Police provide a high standard of service when responding to Anti-Social Behaviour issues raised by residents. Residents appreciate response time that is 60 minutes or less. Residents feel listened to and are happy when issues that are raised are resolved by their local force. Residents are less satisfied when other forces (Metropolitan Police or British Transport Police) respond on behalf of the City of London Police.



MEASURE 10	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. As well as fighting fraud the ECD are also required to deliver a first class service to victims providing them with the support and help they need at different points in the investigative process.								
DEFINITIONS	<p><b>"Investigation"</b>: - This is all UNIFI crime records classified as "Fraud Investigations – Substantive offences recorded in Action Fraud" allocated to ECD Operational Teams.</p> <p><b>"Victim"</b> – Victims include those whose referrals have been adopted for investigation by ECD. Given the nature and duration of economic crime investigations it is highly probable that these victims will have been captured by the Victim Code even if the ultimate outcome is NFA.</p> <p><b>"Point of Survey"</b> - Victims are surveyed at the end of the investigation process, the investigation is considered closed when a disposal is made or when the case is put away with no further action.</p> <p><b>"Valid Responses"</b> – Valid responses are responses that range from very satisfied to very dissatisfied. Non-valid responses, which include Don't Know or N/A are excluded.</p>								
MEASUREMENT	<p>Measurement will be by survey. ECD will have the overall satisfaction figure by the beginning of the second week in the new quarter to report to the Force Performance Monitoring Group. The full report to follow in slower time.</p> <p><b>Guide:</b> During 15/16 the satisfaction level was 76%. Although this figure has increased further improvements can still be made to reach parity with other satisfaction figures.</p> <p><b>IMPROVING:</b> Increasing % or within 10% of previous 15/16 average of overall victim satisfaction (Currently 70%).</p> <p><b>STABLE:</b> Quarters data below the threshold of 15/16 average.</p> <p><b>DETERIORATING:</b> Two consecutive quarters below threshold of the 15/16 average.</p>								
ASSESSMENT	Qtr 3 2015/16: IMPROVING		Qtr 4 2015/16: STABLE		Qtr 1 2016/17: IMPROVING		Qtr 2 2016/17: STABLE		
		15/16 Ave	Q1	Q2	Q3	Q4	16/17 YTD	15/16 YTD	YTD % Change
	Overall satisfaction with service from ECD officers taking the whole experience into account (Valid responses).	76%	100%	74%			77%	75%	▲ 2%
	Level of satisfaction in outcome of investigation (Valid Responses)	70%	100%	33%			42%	68%	▼ 24%
	Number of invitations sent to victims to participate.	67	31	153			184	162	▲ 4%
	Number of victims completing survey.	30	10	82			92	73	▲ 4%
<p><b>2014/15 AVERAGE: 68%</b> (introduced in 2014/15 therefore no 2013/15 levels available)</p> <p><b>2015/16 AVERAGE: 76%</b></p> <p><b>Analysis of trends and activity</b></p> <p>74% (59/80) of respondents completing the survey in Q2 16/17 stated they were satisfied with the overall service provided by officers from the Economic Crime Directorate. The average level of satisfaction in 15/16 was <b>76%</b>; this measure is therefore assessed as satisfactory. Cumulatively since April 2014 <b>72%</b> (293/406) of respondents have registered overall satisfaction with the service provided by ECD officers. This amounts to an increase of <b>2%</b> in the cumulative satisfaction response since Q1 15/16 when the figure was <b>70%</b> (187/269).</p>									

<b>MEASURE 11</b>	<b>The number of City Fraud Crimes Investigated resulting in a positive action whether through offender disposal, prevention or disruption.</b>															
<b>AIM/RATIONALE</b>	Ensuring that wherever possible the Force takes positive action with every City Fraud Investigation 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.															
<b>DEFINITIONS</b>	<p><b>"City Fraud Investigation"</b> includes all ECD Fraud investigations into fraud or fraud related offences occurring within the City of London.</p> <p><b>"Point of outcome"</b> is defined as when there is an offender disposal or when the crime is closed and categorised in accordance with the HO crime outcomes.</p> <p><b>"Positive action"</b> is defined as follows:</p> <ol style="list-style-type: none"> <li>1. When there is an offender disposal.</li> <li>2. When there is a confirmed disruption of a technological or financial fraud enabler.</li> <li>3. When the crime contributes to an ECD Fraud awareness/ prevention product.</li> </ol>															
<b>MEASUREMENT</b>	<p>Measurement will be based upon the number of City Fraud Crimes reaching the Point of outcome benefitting from positive action.</p> <p><b>PMG GUIDE:</b></p> <p><b>SATISFACTORY:</b> Increasing % or within 10% of previous 15/16 average of all City fraud crimes resulting in a positive action.</p> <p><b>CLOSE MONITORING:</b> Monthly data below the 10% threshold of 15/16 average.</p> <p><b>REQUIRES ACTION:</b> Two consecutive months below the 10% threshold of the 15/16 average.</p>															
<b>ASSESSMENT</b>	Qtr 3 2015/16: STABLE				Qtr 4 2015/16: STABLE				Qtr 1 2016/17: STABLE				Qtr 2 2016/17: STABLE			
<b>Month</b>	<b>15/16 Ave</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>16/17 YTD</b>	<b>15/16 YTD</b>	<b>YTD % Change</b>
<b>% of City Fraud Investigations resulting in a positive outcome.</b>	100%	100%	100%	100%	100%	N/A	N/A							100%	100%	► 0%
<b>Total number of City Fraud Investigations reaching point of outcome.</b>	2	2	4	1	4	0	0							11	13	▼ 15%
<b>Total number of City Fraud Investigations resulting in a positive outcome.</b>	2	2	4	1	4	0	0							11	13	▼ 15%
<b>Commentary</b>																
No ECD City fraud investigations reached the point of outcome during August or September, therefore it is not possible to assess those months. It should however be noted that this quarter (Jul-Sep) 4 city fraud investigations have resulted in a positive outcome. YTD 11 ECD city fraud investigations have reached point of outcome and all have resulted in positive action. PYTD 13 ECD city fraud investigations reached point of outcome all resulting in positive action.																
19 ECD investigations into crimes that took place outside the jurisdiction of the City of London resulted in an outcome in September, 10 of these investigations resulted in a judicial outcome																

<b>MEASURE 12</b>		<b>The value of fraud prevented through interventions</b>															
<b>AIM/RATIONALE</b>		To demonstrate the outcome in financial terms the results across a broad range of operational activity aimed at tackling fraud.															
<b>DEFINITIONS</b>		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).															
<b>MEASUREMENT</b>		<p>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.</p> <p><b>GUIDE:</b></p> <p><b>IMPROVING:</b> Within 10% of 15/16 average or increasing value of fraud prevented through interventions.  <b>STABLE:</b> Quarters data below the 10% threshold of 15/16 average value of fraud prevented through interventions  <b>DETERIORATING:</b> Two consecutive quarters below the 10% threshold of the 15/16 average value of fraud prevented through interventions</p>															
<b>ASSESSMENT</b>		<b>Qtr 3 2015/16: IMPROVING</b>					<b>Qtr 4 2015/16: IMPROVING</b>			<b>QTR 1 2016/17: IMPROVING</b>				<b>QTR 2 2016/17: IMPROVING</b>			
		<b>15/16 Avg</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>16/17 YTD</b>	<b>15/16 YTD</b>	<b>YTD % Change</b>
	Total value of fraud prevented through ECD interventions.	£103,835,661	£307,803,175	£405,359,651	£363,996,945	£670,623,182	£697,344,577	<b>£315,136,708</b>							£2,459,796,833	£560,061,660	▲ 339%
<b><u>Analysis of trends and activity</u></b>																	
In September the potential future value of fraud prevented through ECD interventions was valued at <b>£315,136,708</b> . As this is higher than the 15/16 average of <b>£104,005,845</b> this measure is assessed as satisfactory.																	
YTD the value of future fraud prevented through fraud enabler interventions is estimated at <b>£2,459,796,833</b> . This is <b>339%</b> higher than previous YTD.																	

<b>MEASURE 13</b>	The attrition rate of crimes reported to Action Fraud			
<b>AIM/RATIONALE</b>	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.			
<b>DEFINITIONS</b>	<p><b>“Attrition rate”</b>: - The percentage comparison of the total number of crimes reported to Action Fraud compared to the total number of outcomes reached that are reported to NFIB. This is a cumulative figure taking into account all crimes reported and reaching outcome since 2013.</p> <p><b>“To-date % Change”</b>: - This will show the % difference between the attrition rate at the close of the quarter and the attrition rate at the close of 2015/16.</p> <p><b>“Crimes Disseminated”</b>:- A crime report received by Action Fraud that has undergone assessment, had intelligence added or deemed viable for investigation and disseminated to a police force or other partner agencies.</p> <p><b>“Outcome”</b>:- An outcome is determined by the Home Office counting rules and is achieved when a disseminated crime results in outcomes 1-21 (This only applies to police services and only includes those outcomes reported to the NFIB registrar).</p>			
<b>MEASUREMENT</b>	<p>The ECD will report quarterly on the total number of Action Fraud reports received, disseminated and reaching outcome to produce the attrition rate.</p> <p><b>GUIDE:</b> <b>IMPROVING:</b> Increasing % or within 10% of the attrition rate reported at the close of 2015/16. <b>(Currently 8.5% and above).</b>  <b>STABLE:</b> Quarters data below the 10% threshold of the to-date 15/16 attrition rate.  <b>DETERIORATING:</b> Two consecutive quarters below the 10% threshold of the to-date 15/16 attrition rate.</p>			
<b>ASSESSMENT</b>	<b>Qtr 3 2015/16: IMPROVING</b>	<b>Qtr 4 2015/16: IMPROVING</b>	<b>Qtr 1 2016/17: IMPROVING</b>	<b>Qtr 2 2016/17: IMPROVING</b>

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

	<b>Apr 13 – Mar 16</b>	<b>Q1 (Apr 13 – June 16)</b>	<b>Q2 (Apr 13 – Sep 16)</b>	<b>Q3 (Apr 13 – Dec 16)</b>	<b>Q4 (Apr 13 – Mar 17 16)</b>	<b>To-date % Change</b>
Total cumulative crimes reported to AF.	707,141	772,345	838,945			▲ 19%
Total cumulative crimes disseminated.	189,249	206,702	223,692			▲ 8%
Total cumulative outcomes reported to NFIB	68,736	74,570	84,368			▲ 23%
The number of judicial outcomes	30,278	32,004	34,078			▲ 13%
The number of non-judicial outcomes (NFA)	38,458	42,566	50,290			▲ 31%
<b>Attrition rate</b>	<b>9.72%</b>	<b>9.66%</b>	<b>10.06%</b>			<b>▲ 0.34%</b>

**Analysis of trends and activity**

The attrition rate between April 13 and September 16 amounts to **10.06%**, this is higher than the 15/16 attrition rate and as a result is assessed a satisfactory. This rate is made up from the number of outcomes reported divided by the number of crime reports made to Action Fraud during the period. Since 2013 **50,290** judicial and non judicial outcomes have been recorded compared to **838,945** Action Fraud reports made.

A breakdown of the data by quarter can be viewed below:

	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.		
				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
<b>2014/15</b>	<b>246,848</b>	<b>64,187</b>	<b>23,142</b>	<b>9.4%</b>	<b>36.1%</b>	<b>26.0%</b>	<b>10.7:1</b>	<b>2.8:1</b>	<b>3.8:1</b>
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
<b>2015/16</b>	<b>234,201</b>	<b>75,893</b>	<b>37,013</b>	<b>15.8%</b>	<b>48.7%</b>	<b>32.4%</b>	<b>6.3:1</b>	<b>2:1</b>	<b>3:1</b>
Q1 2016/17	65,204	17,512	8,097	12.4%	46.2%	26.8%	8:1	2.1:1	3.7:1
Q2 2016/17	67,427	16,990	9,798	14.5%	57.6%	25.1%	6.8:1	1.7:1	3.9:1
Q3 2016/17									
Q4 2016/17									
<b>2016/17</b>	<b>132,631</b>	<b>34,502</b>	<b>17,895</b>	<b>13.5%</b>	<b>51.8%</b>	<b>26%</b>	<b>7.1:1</b>	<b>1.9:1</b>	<b>3.8:1</b>

<b>MEASURE 14</b>	The number of complaints against Action Fraud			
<b>AIM/RATIONALE</b>	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.			
<b>DEFINITIONS</b>  Page 74	<p><b>“Overall percentage of Customer Complaints against number of action fraud reports received”</b>: - This refers to the percentage of fraud reporting victims, who have submitted a complaint in relation to an aspect of the service received by Action fraud.</p> <p><b>Types of complaints received:</b></p> <ul style="list-style-type: none"> <li>• <b>Lack of update</b> – When the victim hasn’t been updated on the status of their report,</li> <li>• <b>Dissatisfaction with a letter received</b> – No satisfied with the content/tone of status update letters</li> <li>• <b>Quality of communication with the contact centre</b> – Poor standards of service</li> <li>• <b>Dissatisfaction with a specific aspect of the action fraud process</b>- such as the criteria used to determine whether a report qualifies as a report of fraud.</li> </ul> <p><b>“Number of new victim complaints”</b>: - This refers to the volume of fraud reporting victims who have submitted a complaint to PSD in relation to an aspect of the service received by Action fraud in a month.</p> <p><b>“Complaints resolved”</b>:- This refers to the volume of complaints resolved in a month. A complaint resolution is when the victim’s complaint has been responded to in writing.</p> <p><b>“Complaints outstanding”</b>: - This refers to the volume of complaints that have not yet been resolved.</p> <p>(1) <b>“Number of reports received”</b>: - This refers to the number of reports (both crime and information) made to Action Fraud in the period.</p>			
<b>MEASUREMENT</b>	<p><b>GUIDE:</b> The % of complaints compared to the number of reports received by Action Fraud in 2015/16 was 0.04%. This figure will be will be used as a bench mark for which the satisfaction will be measured</p> <p><b>GUIDE: IMPROVING:</b> Within 10% of 15/16 average of complaints compared to reports (Currently 0.04%).</p> <p><b>STABLE:</b> Months data below the 10% threshold of 15/16 average of complaints compared to reports.</p> <p><b>DETERIORATING:</b> Two consecutive months below the 10% threshold of 15/16 average of complaints compared to reports.</p>			
<b>ASSESSMENT</b>	Qtr 3 2015/16: STABLE/ IMPROVING	Qtr 4 2015/16: STABLE/DETERIORATING	Qtr 1 2016/17: STABLE/IMPROVING	Qtr 2 2016/17: STABLE
Full information on this measure is provided on the following page:				

	15/16 Ave	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	16/17 YTD	15/16 YTD	YTD % Change
% of complaints against reports	0.04%	0.09%	0.04%	0.03%	0.03%	0.07%	0.04%							0.05%	0.04%	▲0.01 %
Number of reports received	31,145	30,966	32,248	37,432	33,322	33,331	36,542							203,841	194,690	▲ 5%
Number of new victim complaints	13	29	14	12	10	23	16							104	71	▲ 46%
Number of complaints resolved	12	30	20	20	5	23	18							116	48	▲ 142%
Number of complaints outstanding	11	13	8	0	5	5	3							3	23	▼ 87%

**Analysis of trends and activity**

In September there were **0.04%** of complaints compared to reports made to Action Fraud, this is equal to the 15/16 average, resulting in a year to date average of 0.05%, an increase of only 0.01%, which is assessed as satisfactory. In total there were **16** complaints and **36,542** Action Fraud reports.

The main cause of complaint related to the lack of an investigation into a reported crime. **13** of the **16** complaints in September related to this. This has consistently been the highest cause of complaint throughout 16/17 year to date.

Category of Complaint	Volume
Lack of Investigation	13
No update on reported crime	1
Longer than 28 days with no update on reported crime	0
Other	2

<b>MEASURE 15</b>	<b>Level of the National Lead Force's return on investment</b>						
<b>AIM/RATIONALE</b>	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.						
<b>DEFINITIONS</b>	<p><b>"Return "</b>: - The value of money saved by ECD activities</p> <p><b>"Investment "</b>:- The total amount of money spent on ECD activities</p> <p><b>"Return on investment"</b>:- The amount of money saved by ECD for every pound of money spent</p>						
<b>MEASUREMENT</b>	<p>The ECD ROI figure is calculated using the same methodology employed by most organisations who want to illustrate a "potential" value of services provided to Stakeholders in monetary terms. The total amount of money saved as a result of ECD activities is divided by the total amount of money spent in order to provide the total estimated pound saved figure. The assumption is that for every pound spent ECD save stakeholders and the public (an estimated) 'x' amount of money.</p> <p>The elements that constitute savings include;</p> <ol style="list-style-type: none"> <li>1. Projected monetary value of future fraud loss saved by disrupting technological enablers of crime</li> <li>2. The pound value of criminal asset denial through to recovery</li> <li>3. Projected pound value of future fraud loss saved by ECD Enforcement Cases</li> </ol> <p><b>GUIDE: IMPROVING:</b> Within 10% of 15/16 average (currently £45.06) or increasing value of ROI in year.  <b>STABLE:</b> Quarters data below the 10% threshold of 15/16 average value of ROI.  <b>DETERIORATING:</b> Two consecutive quarters below the 10% threshold of the 15/16 average value of ROI.</p>						
<b>ASSESSMENT</b>	<b>Qtr 3 2015/16: IMPROVING</b>		<b>Qtr 4 2015/16: DETERIORATING</b>		<b>Qtr 1 2016/17: IMPROVING</b>		<b>Qtr 2 2016/17: IMPROVING</b>
		<b>15/16 Ave</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>16/17 YTD Ave</b>
	<b>The ECD Return on investment</b>	<b>£45.06</b>	<b>£41.18</b>	<b>£47.94</b>			<b>£44.56</b>
<b><u>Analysis of trends and activity</u></b>							
The ECDs return on investment for Q2 was <b>£47.94</b> returned for every <b>£1</b> spent. The increase in return on investment compared to the previous quarter can be attributed to the increased website disruption work undertaken by PIPCU.							



<b>MEASURE 16</b>	<b>The percentage of victims of fraud who are satisfied with the Action Fraud reporting service</b>			
<b>AIM/RATIONALE</b>	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.			
<b>DEFINITIONS</b>	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.			
<b>MEASUREMENT</b>	<p>Quarterly by survey. PMG will receive data detailing the number of reports to Action Fraud in the reporting period, the percentage satisfaction of victims using the online survey and the percentage satisfaction of victims using the telephone survey. The victim survey is conducted at the conclusion of the initial reporting the crime and can be completed online or over the phone.</p> <p><b>GUIDE:</b> Over the course of 2015-16 the Force achieved an average satisfaction level of 80% with little monthly variation (<i>new criteria – see below</i>).</p> <p><b>IMPROVING:</b> Increasing %.</p> <p><b>STABLE:</b> Quarter’s data within 10% of previous 15/16 average.</p> <p><b>REQUIRES ACTION:</b> Quarter’s data below the 10% threshold of 15/16 average</p>			
<b>ASSESSMENT</b>	<b>Qtr 3 2015/16: STABLE (new criteria)</b>	<b>Qtr 4 2015/16: STABLE (new criteria)</b>	<b>Qtr 1 2016/17: STABLE (new criteria)</b>	<b>Qtr 2 2016/17: STABLE</b>
<p>NOTE:</p> <p>At Performance Sub-Police Committee on 7<sup>th</sup> September 2016, members raised concerns that this measure had not been reported on for around a year and questioned the relevance of having a performance measure that the force was unable to provide data on.</p> <p>Following this meeting the Force reviewed the data gathered for measure 16 and proposes to amend the reporting criteria so it is able to demonstrate a satisfaction rate based on data gathered from online reporting rather than through the telephone reporting as the measure identifies as its way of recording success.</p> <p>This measure has been provided with data over the past year from online satisfaction as supplemental information to inform on the main measure which the Force has been unable to report on due to the change in service providers. It is therefore proposed that the supplemental information is used as the indicator for satisfaction and as soon as the Force is able to collect other information around this measure this will be added to inform satisfaction using additional sources of data collection. An overall satisfaction rate will then be gained through multiple data collection sources.</p> <p>Historic data for this measure is provided for reference so that members are aware of performance and the baseline the measure is reporting against (First table overleaf)</p>				

15/16	Q1	Q2	Q3	Q4	15/16 Ave
% of Victims satisfied with the online service in period.	82%	79%	80%	79%	80%
Number of victims completing online survey	1,295	1,718	1,773	1,512	6,298
Number of victims satisfied with the online service	1,068	1,360	1,419	1,197	5,044

**2016/17 Performance**

	15/16 Ave	Q1	Q2	Q3	Q4	16/17 YTD	15/16 YTD	YTD % Change
% of Victims satisfied with service in period.	80%	80%	76%			78%	81%	▼ 4%
Number of reports (crime and Information) to AF	93,436	100,646	103,195			203,841	194,690	▲ 5 %
Number of people completing survey.	1,575	1,726	1,907			3,633	3,013	▲ 21%

<b>MEASURE 17</b>	<b>Levels of satisfaction of victims of crime with the service provided by the city of London police.</b>			
<b>AIM/RATIONALE</b>	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.			
<b>DEFINITIONS</b>	"Victim of crime" are victims of violent crime (except sexual offences), vehicle crime, acquisitive crime and criminal damage			
<b>MEASUREMENT</b>	<p>PMG will receive quarterly reports of the results of survey results with comparative and trend information. Quarterly results will be broken down to report satisfaction with regard to ease of contact; actions taken; follow up; treatment; and whole experience. Whilst PMG can direct action in relation to any of those categories, the principal measure will be the results for whole experience.</p> <p><b>GUIDE:</b> Over 2015-16 the average for whole experience was 82.7%. This is lower than previous years, which averaged closer to 85%. It is valid to use a numerical guide here as what is being measured is peoples' perception, i.e. no perverse incentives or action can be used to influence performance against this measure</p> <p><b>IMPROVING:</b> Increasing trend  <b>STABLE:</b> 80% - 84%  <b>DETERIORATING:</b> Less than 80% or reducing trend</p>			
<b>ASSESSMENT</b>	<b>Qtr 3 2015/16: STABLE</b>	<b>Qtr 4 2015/16: STABLE</b>	<b>Qtr 1 2016/17: STABLE/IMPROVING</b>	<b>Qtr 2 2016/17: STABLE/ DETERIORATING</b>

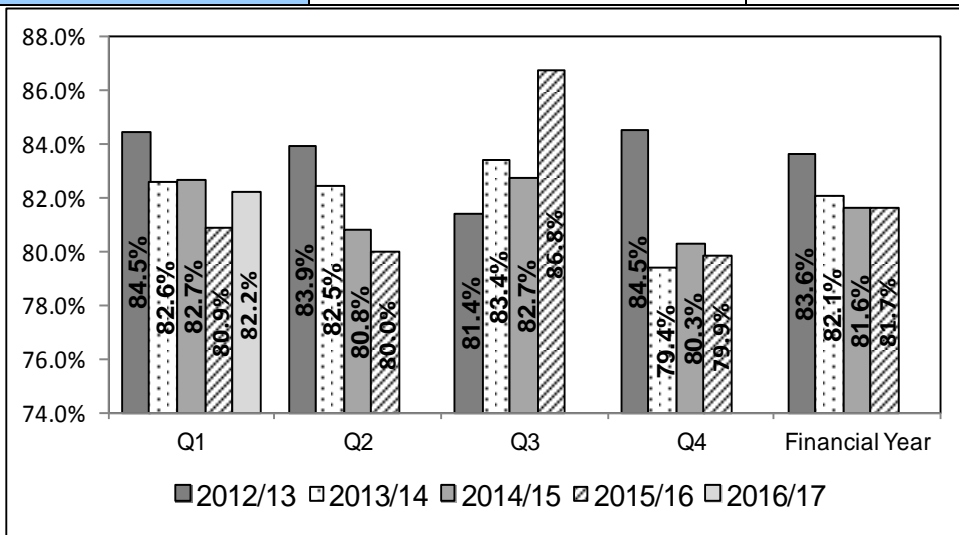


Table 1: Comparing Q2 2016/17 results with FY 2015/16 Q2 (a slight reduction in Treatment and Whole experience, an increase in all other areas)

	Ease of Contact	Action	Follow up	Treatment	Whole Experience
Q2 2015/16	89.8%	76.7%	80.9%	93.1%	82.4%
Q2 2016/16	90.8%	82.9%	81.6%	93.0%	80.1%

Table 2: Comparing Q2 results with Q1 for FY 2016/17 (a drop in satisfaction in all areas)

2016/17					
	Ease of Contact	Action	Follow up	Treatment	Whole Experience
Q1	95.7%	83.7%	82.2%	94.4%	85.6%
Q2	90.8%	82.9%	81.6%	93.0%	80.1%

<b>MEASURE 18</b>	<b>The percentage of people surveyed who believe the police in the City of London are doing a good or excellent job</b>
<b>AIM/RATIONALE</b>	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.
<b>DEFINITIONS</b>	NA
<b>MEASUREMENT</b>	<p>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.</p> <p><b>GUIDE: IMPROVING:</b> Increasing trend  <b>STABLE:</b> 85% - 90%  <b>DETERIORATING:</b> Less than 85% or reducing trend</p> <p><b>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%.  The average for 15/16 was 80.19%</b></p>
<b>DATA SOURCE</b>	Customer Satisfaction Survey
<b>ASSESSMENT</b>	<b>NO INFORMATION FOR 2016/17 – see below</b>
<p>The 2016/17 survey was completed during September / October, the results are currently being analysed and will be reported to the December PMG and the Qtr 3 meeting of your Sub Committee.</p> <p>The percentage of people surveyed who believed the police in the City of London are doing a good or excellent job was <b>80.19%</b>.</p>	

<b>Committee(s):</b>	<b>Date(s):</b>
Police: Performance and Resource Management Sub Committee	30 <sup>th</sup> November 2016
<b>Subject:</b> HMIC Inspection Update	<b>Public</b>
<b>Report of:</b> Commissioner of Police Pol 54-16	<b>For Information</b>

### 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 two new HMIC reports have been published, the PEEL Police Efficiency 2016 national and Force reports. Progress against existing recommendations as well as the current inspection programme is summarised below.

#### **Inspections Completed Since Last Report**

The Autumn PEEL Inspection (Effectiveness) took place during October 2016.

**Inspections Due During Next Period:** No inspections have been confirmed for the next quarter, however, HMIC are continuing to roll out their programme of unannounced inspections (Crime Data Integrity and Custody) and have stated they intend to inspect arrangements in place to address terrorism, although no date for that has been set.

**Reports Due for Publication:** It is anticipated that the PEEL reports relating to Legitimacy and Leadership will be published toward the end of November or early December, with the Effectiveness report following in February 2017.

**Process change:** The AC is now holding 1:1 challenge meetings with action owners in addition to progress being reported to Performance Management Group, which has impacted positively on the implementation of recommendations.

At the request of your Sub Committee, the RAG status gradings have been changed so that recommendations that remain unimplemented more than 4 weeks after the due date are now shown as RED and not AMBER as previously.

#### **Recommendations overview**

		GREEN	<b>215</b>
No. of reports being addressed by CoLP	<b>38</b>	AMBER	<b>10</b>
Total no. of recommendations/AFIs in the 38 reports	<b>419</b>	RED	<b>9</b>
- Force	<b>252</b>	WHITE	<b>11</b>
- National	<b>167</b>	CLOSED	<b>7</b>

## **Recommendations Completed Since Last Update**

The Force has completed the following HMIC actions since the last report:

**Delivering Justice in the Digital Age:** The Force has completed one recommendation relating to the conducting a cost/benefit analysis of the 'Single Justice Procedure'.

**The tri-Service review of the joint emergency services interoperability principles:** The Force has completed one recommendation relating to operational staff receiving awareness training of JESIP principles.

**PEEL: Police Legitimacy 2015 (national report):** The Force has completed the last remaining recommendation relating to reviewing complaints and misconduct arrangements.

**PEEL: Police Legitimacy 2015 (Force report):** The Force has now completed the last 4 remaining recommendations relating to enhancements to stop and search scrutiny, supervisor role in stop and search records, publishing all outcomes of stops and delivery of TASER awareness training.

**Increasingly everyone's business:** The Force has completed one recommendation relating to updating the Domestic Abuse action plan and the reporting of the same to your Sub Committee.

**PEEL: Police Effectiveness 2015 (Vulnerability):** The Force has completed the last 3 outstanding recommendations relating to vulnerability awareness training, reporting vulnerability on Force systems and production of the full child sexual exploitation problem profile.

**Regional Organised Crime Units:** The Force has delivered one recommendation relating to access to essential capabilities.

### **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. Since the last report to your Sub Committee there have been no new HMIC reports published that impact on the Force. Progress with existing recommendations as well as the current inspection programme is provided below for your reference.

### **New reports**

2. On 2<sup>nd</sup> November 2016, HMIC published a series of reports assessing police efficiency. The first report is the City of London specific report, which is one of

forty-three separate Force reports, the second report is the national report that provides an overview of findings from all the force inspections.

### **PEEL Police Efficiency 2016, an inspection of the City of London Police**

3. The central question posed by the inspection was 'How efficient is the force at keeping people safe and reducing crime?' To answer this, HMIC examined 3 areas in detail:
  - i. **How well does the force understand its current and likely future demand?**

HMIC found that the Force has a good understanding of current demand, with daily operational decision making based on a broad range of management information. HMIC also recognises the Force's efforts to develop its knowledge of hidden demand, such as child sexual exploitation, modern slavery, human trafficking and domestic abuse.

HMIC also found that the Force has processes in place to identify inefficient and wasteful practices and cites the use of the threat, risk and harm model being used to manage demand and agile working as examples.

The principal criticism for this question relates to the Force's limited understanding of longer-term, future demand extending beyond 2020.

HMIC assessed the Force as GOOD in this area.

- ii. **How well does the force use its resources to manage current demand?**

The report states that the Force efficiently prioritises its use of resources to meet demands. However, it found the Force's understanding of the cost of its activities across the board to be limited (although it is recognised as good within the Economic Crime Directorate).

HMIC feel that the lack of trained business analysts is hampering the Force's ability to identify and subsequently realise the totality of benefits from projects.

HMIC recognised the Force has made improvements to the way it captures the skills and capabilities of the workforce, but feels there is more to be done, particularly regarding having a searchable system that extends across the whole workforce.

Concerning tackling workforce gaps, HMIC feels that the Force's understanding in this area is incomplete, which links to the workforce plan (see next section).

HMIC assesses the Force's performance in this area as 'REQUIRES IMPROVEMENT'.

iii. **How well is the force planning for demand in the future.**

HMIC grades the Force as INADEQUATE in this area, principally for the following reasons:

- There is no comprehensive, detailed understanding of future demand (it is accepted that at the time of the inspection it existed in pockets);
- The workforce plan was in draft form at the time of the inspection and had clear gaps with respect to requirements for future skills;
- The absence of a current ICT strategy indicates that little consideration has been given to how ICT might transform how the Force operates.

HMIC does identify some positives in this area, particularly with regard to its track record of achieving planned savings and success at generating new sources of income.

4. HMIC graded the Force overall as 'requires improvement' making 1 recommendation and identifying 4 areas for further improvement (AFI):
- i. Recommendation – within 6 months of publication the force needs to review its ICT strategy, workforce plan and analysis of future demand.
  - ii. AFI – the Force should broaden its consultation on the services that the public and businesses expect it to deliver.
  - iii. AFI – the Force needs to develop its understanding of the cost of all its main activities so that it can identify areas where it can make greater efficiencies.
  - iv. AFI – the Force needs to ensure that trained personnel analyse its benefits realisation so that it can better understand the potential benefits of change projects and of collaboration with others and the impact of these on efficiency.
  - v. AFI – The Force needs to understand the relevant skills of its entire workforce so that it can identify and respond to current and future gaps in capabilities.
5. The Force was one of eight forces assessed as requiring improvement. The report was published after the last Force Strategic Management Board (SMB), so is being presented to your Sub Committee ahead of presentation to the force SMB on 14<sup>th</sup> December. At that meeting, the force will formally agree the plan to deliver the recommendation and AFIs, although work has already been tasked in a number of areas to ensure no time is lost in delivering the actions ahead of the Spring 2017 PEEL inspection. An update on progress will be given to the February meeting of your Sub Committee.



## **PEEL Police Efficiency 2016 - A national overview**

6. Nationally, HMIC graded two forces as outstanding (Durham and West Midlands), thirty three forces as good and eight as requires improvement. No force was graded inadequate.
7. The report found that most forces have a good understanding of the demand for their services and are being proactive in seeking out other types of demand. Most forces have shown their developing understanding of demand in the way that they allocate resources, however, many forces do not understand the skills and capabilities of their workforce well enough to match the most appropriate resources to that demand.
8. Almost every force is able to demonstrate some progress in improving collaborative working with other forces and local public sector organisations; however, only a small number were able to demonstrate clearly the benefits resulting from this work.
9. A small number of forces were assessed as having impressive plans to develop their workforce and/or ambitious plans for joint working with their local authorities.
10. Whilst a high number of forces are in the process of recruiting new officers, HMIC are disappointed that only a small number of forces have a sufficiently clear sense of the skills (e.g. digital skills) that they are looking for in new recruits. HMIC state they would have liked to have seen more examples of forces taking advantage of programmes such as Police Now and Direct Entry, to bring in people with new ways of thinking and new approaches.
11. Police forces continue to struggle with a large number of different ICT systems and, in particular, how they work together to share and search for data.
12. The report does not contain any recommendations or areas for further improvement.

### **Inspections Completed Since Last Report**

#### **13. The Autumn PEEL Effectiveness Inspection**

14. This inspection took place between the 3<sup>rd</sup> and 7<sup>th</sup> October 2016 and concentrated on:
  - i. The Force's effectiveness of reducing crime, tackling ASB and protecting people;
  - ii. The Force's effectiveness of investigating crime and reducing re-offending;
  - iii. The Force's effectiveness of protecting vulnerable people;
  - iv. The Force's effectiveness of tackling serious organised crime; and

- v. The Force's effectiveness with regard to providing specialist capabilities to support the Strategic Policing Requirement.
15. It is anticipated that the report will be published between the end of January and mid-February, although the Force is likely to receive a draft before then to comment on factual accuracy.

### **Inspections Due During Next Period**

16. There are no inspections scheduled during the next period; however, HMIC are currently rolling out a programme of unannounced inspections addressing Crime Data Integrity and Custody arrangements, either of which could therefore take place before the next report to your Sub Committee.
17. HMIC has published its intention to inspect forces' arrangements around counter terrorism, although no specific dates have yet been announced. HMIC indicated they would look specifically at regional arrangements during Autumn 2016, followed by individual force arrangements early in 2017.
18. The Force has preparations in place in anticipation of each of these inspections.

### **Reports Due for Publication**

19. HMIC are due to publish their PEEL Legitimacy and Leadership reports between the end of November and early December, although forces have not yet been advised of the exact date.

### **Current status of HMIC Recommendations**

20. There are 38 current HMIC reports being managed by the Force that between them contain 419 recommendations and areas for further improvement. Of that number, 252 impact directly on the City of London Police. 215 are assessed as delivered, 10 are AMBER, indicating ongoing work to achieve the deadline, and 9 are graded as RED due to exceeding the due by date by more than 4 weeks. The remainder are WHITE or CLOSED, the former denoting that progress is dependent on something happening nationally, the latter where the recommendation has been replaced by a newer recommendation.

### **Recommendations Completed Since Last Update**

21. The Force has completed the following recommendations and actions linked to outstanding HMIC reports. All outstanding recommendations are attached at Appendix A.
- i. **Delivering Justice in the Digital Age:** Recommendation 2 – concerning the Force's ability to contribute to a national cost benefit assessment resulting from digitisation implementation. A cost benefit analysis of the 'Single Justice Procedure' has been conducted which

means the Force will be in a position to respond to the national request when it is made.

- ii. **The tri-Service review of the joint emergency services interoperability principles:** Recommendation 1 – all operational staff that are likely to attend incidents need an awareness of JESIP principles. The Force is using NCALT training packages to raise awareness of and embed JESIP principles. The training has commenced and is scheduled throughout November and December 2016 and are set to continue throughout early 2017.
- iii. **PEEL: Police Legitimacy 2015 (national report):** Recommendation 2 - the Force has completed the last remaining recommendation relating to reviewing complaints and misconduct arrangements. The report will be submitted to SMB in December 2016 and the Professional Standards and Integrity Sub Committee in early 2017.
- iv. **PEEL: Police Legitimacy 2015 (Force report):** Recommendations 1, 2, 3 and 5 - the Force has now completed the last 4 remaining recommendations relating to enhancements to stop and search scrutiny, supervisor role in stop and search records, publishing all outcomes of stops and delivery of TASER awareness training.
- v. **Increasingly everyone's business:** Recommendation 3 - the Force has completed one recommendation relating to updating the Domestic Abuse action plan and the reporting of the same to your Sub Committee.
- vi. **PEEL: Police Effectiveness 2015 (Vulnerability):** Recommendations 1, 2 and 4 - the Force has completed the last 3 outstanding recommendations relating to vulnerability awareness training, reporting vulnerability on Force systems and production of the full child sexual exploitation problem profile.
- vii. **Regional Organised Crime Units:** Recommendation 2 - the Force has delivered this recommendation relating to access to essential capabilities.

**Appendix A:** Full list of HMIC Recommendations currently being implemented within Force.

**Contact:**

**Stuart Phoenix**

Strategic Development - T: 020 7601 2213

E: [Stuart.Phoenix@cityoflondon.pnn.police.uk](mailto:Stuart.Phoenix@cityoflondon.pnn.police.uk)

This page is intentionally left blank

## HMIC Report Recommendations – position at 15<sup>th</sup> November 2016

Traffic Light Colour	Definition of target achievement
<b>GREEN</b>	The recommendation is implemented
<b>AMBER</b>	The recommendation is subject to ongoing work and monitoring but is anticipated will be implemented (up to 4 weeks late)
<b>RED</b>	The recommendation cannot or will not be implemented or is more than 4 weeks overdue (rationale required)
<b>WHITE</b>	The recommendation is not CoLP responsibility to deliver or is dependent upon another organisation delivering a product.

### PEEL: Police Efficiency 2016

A Force report by HMIC, published November 2016. Total of 1 recommendation and 4 areas for further improvement. A national report was also published in November 2016 but did not contain any recommendations or areas for further improvement.

Recommendation	Status	Due Date	Comment
1 <u>Recommendation</u> By 31 May 2017, City of London Police needs to complete its ICT strategy, workforce plan, and analysis of future demand for its services.	AMBER	May 2017	This report is on the agenda for the December 2016 SMB. An action plan owner will be assigned and a draft action plan is being prepared by Strategic Development.
2 <u>Area for Improvement</u> City of London Police should ensure its understanding of the demand for its services, and the expectations of the public, is up to date by regularly reviewing the evidence on which it bases its decisions. It should do this alongside local authorities, other emergency services and organisations that work with the police to care for victims or prevent crime. Involving all these agencies will help to ensure that it takes the necessary steps to meet current and likely future demand, including unreported or 'hidden demand'.	AMBER		HMIC have not set deadlines in respect of these AFIs and these are for the force to set at Senior Management Board 14 <sup>th</sup> December 2016 in addition to assigning an action plan owner. However, the Force will commit to delivering these before the next Spring PEEL Inspection.

Recommendation		Status	Due Date	Comment
3	<u>Area for Improvement</u> City of London Police should ensure that it understands the level of service that it can provide at different levels of expenditure, so it can identify the most effective and efficient way to provide its services.	AMBER		
4	<u>Area for Improvement</u> City of London Police should put in place better processes and an effective governance structure to realise the benefits of projects, change programmes and collaborative work, and understand how they affect the force's ability to meet current and likely future demand efficiently.	AMBER		
Page 90	<u>Area for Improvement</u> City of London Police should review the capabilities of its workforce so it can identify and put plans in place to address any gaps. This will enable the force to be confident in its ability to meet current and likely future demand efficiently.	AMBER		

## Delivering Justice in the Digital Age

A national report by HMIC and HMCPSI published April 2016. Total of 8 actions: 6 are national and outside the remit of City of London Police. 2 are relevant to the City of London Police, 1 is still in progress.

Recommendation		Status	Due Date	Comment
2	Police forces, the Crown Prosecution Service and Her Majesty's Courts and Tribunals Service, undertake a comprehensive national cost and benefits assessment resulting from digitisation implementation. This should be informed by information from a local level.	NEW GREEN	November 2016	The force has not been contacted to contribute to a national cost/benefit assessment at this time. However, locally the force is undertaking a cost / benefit analysis of Criminal Justice lead change programmes, commencing with the 'Single Justice Procedure' which will be completed by the end of 2016.

Recommendation	Status	Due Date	Comment
4 All police forces and Crown Prosecution Service Areas should, as a matter of urgency, jointly review arrangements for the provision, transportation and storage of hard media to ensure it is available securely to all appropriate individuals	AMBER	November 2016	The national Digital First Team has distributed a questionnaire which has been completed and returned. Updated encryption software is pending installation; this has been escalated by the Assistant Commissioner with IT services. Thereafter testing will need to be undertaken; procedures and documentation will follow thereafter.

## The tri-service review of the joint emergency services interoperability principles

A national report by HMIC, published April 2016. Total of 6 actions: 1 is national and outside the remit of City of London Police. 5 are relevant to the City of London Police, 4 are still in progress. HMIC did not set deadlines within their report.

Recommendation	Status	Due Date	Comment
1 All operational staff across the blue light services likely to attend operational incidents need at the very least to have an awareness of JESIP regardless of rank or grade.	NEW GREEN	April 2017	NCALT training packages and awareness are being utilised to embed the JESIP principles. Awareness training has commenced and is scheduled throughout November and December 2016 and into early 2017.
2 The blue light services need to develop a programme for delivering future tri-service training. This should incorporate refresher training, initial training for newly promoted commanders and awareness for new recruits. It should also be extended to Local Resilience Forums and other category 1 and 2 responders.	AMBER	April 2017	Future training needs are to be factored into the force training plan; this will in part be informed by the Force Workforce Plan which is currently incomplete.
3 Multi-agency testing and exercising programmes need to be better co-ordinated and risk-based beyond Local Resilience Forum Community Risk Registers and National Risk Assessments. These should be supported by a discrete budget allocation. The benefits for each service and trust need to be made clear at the design stage. The exercising programme should include issues identified through the Joint	AMBER	April 2017	The force undertakes regular testing exercises, although it is recognised that these could be better co-ordinated. An Inspector resource has been allocated to support this work. A central repository of documents relating to testing exercises is currently being created and the requirement for any discrete budget examined. Learning from exercises is already reported to the forces Organisational Learning Forum.

Recommendation		Status	Due Date	Comment
	Organisational Learning process.			
4	There needs to be a greater knowledge and understanding of the capabilities of Airwave and the use of the interoperable channels.	AMBER	April 2017	The capabilities of Airwave and how it is utilised is to be examined specifically where the force interacts with other blue lights services.
5	The blue light services need to have more effective processes in place for learning and embedding lessons locally and, for sharing the learning with staff. The knowledge and understanding of how the Joint Organisational Learning process is used to identify and record multi-agency lessons which are to be shared and escalated across services, needs to be greatly improved.	AMBER	April 2017	A report has been submitted to Training Improvement Board, 9 <sup>th</sup> June 2016. NCALT training packages and awareness are to be utilised in embedding the JESIP principles in force. This training is now mandatory. Learning and Development is incorporating these packages into their training plans. In addition, learning outcomes from training exercises are fed into the Force Organisational Learning Forum.

Page 99

## PEEL: Police Effectiveness 2015 – CoLP

A national report by HMIC, published February 2016. Total of 2 actions, which remain in progress.

Recommendation		Status	Due Date	Comment
1	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.	RED	30/4/2016	The force has identified 3 offenders who met the criteria for integrated offender management intervention. Scoping work is being undertaken to identify other offenders who may benefit. A draft Memorandum of Understanding is with the MPS with a final draft expected to be available at the end of November 2016. Process and procedures will then need to be implemented in force in accordance with the MOU; however, dependent on the outcomes of negotiations with the MPS, it is anticipated this will take no longer than 3 months (i.e. March 2017).



Recommendation	Status	Due Date	Comment
<p>2</p> <p>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.</p>	<b>RED</b>	31/3/2016	<p>The force has a daily briefing system which is available to all officers in force and is accessible from mobile devices. The Communities Inspector is a standing member of the force Serious and Organised Crime Meeting were OCGs are discuss. However during the 2016 Autumn PEEL inspection HMIC identified that there is still work to do in this area.</p> <p>The DI Force Intelligence Bureau has subsequently identified that Essex has practices that the Force can learn from and will be visiting before the end of 2016, any learning will be implemented by March 2017.</p>

## PEEL: Police legitimacy 2015 – National

National report by HMIC, published February 2016. Total of 4 actions: 1 is national and outside the remit of City of London Police. 1 is not applicable to CoLP and 1 closed because it is monitored and linked to a separate HMIC report 2 were areas relevant to the City of London Police, which have both been delivered.

Recommendation	Status	Due Date	Comment
<p>2</p> <p>Within 6 months all Chief Constables should conduct a review of their complaints and misconduct arrangements, analysing data from their records to:</p> <ul style="list-style-type: none"> <li>• assess whether or not there is any bias in the way decisions regarding the management of complaints are made;</li> <li>• and, if there is evidence of bias, to take action to remove it.</li> </ul> <p>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.</p>	<b>NEW GREEN</b>	<p>30/4/2016 for Terms OR</p> <p>31/8/2016 for completed review</p>	<p>A documented review has been completed and a report will be presented to Senior Management Board December 2016 and Professional Standards and Integrity Sub early 2017.</p>

# PEEL: Police legitimacy 2015 - CoLP

A force report by HMIC, published February 2016. Total of 5 actions, all of which have been now been delivered.

Area for Improvement	Status	Due Date	Comment
<i>Areas for improvement 1 &amp; 2 are closely related and for the purposes of update they are merged.</i>			
<p>1</p> <p>2</p> <p>Page 94</p>	<p><i>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.</i></p> <p><i>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.</i></p>	<p><b>NEW GREEN</b></p>	<p>April 2016</p> <p>A new Stop and Search and Use of Force Working Group has been established, chaired by Supt. Ops UPD this is both tasking and providing oversight including stop and search reasonableness data.</p> <p>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 Uniform Policing Directorate inspectors, matters are ultimately escalated to the CI Operations.</p> <p>A summary of common issues from stop and search has been communicated to supervisors and a refreshed training package has been produced and delivered including the recording of grounds.</p> <p>The College of Policing Stop and Search training is scheduled with pre requisite NCALT training having already commenced. It should be noted that the College of Policing training was subject to considerable delay before it was released by them.</p> <p>A revised draft Stop and Search SOP has been published.</p>

Area for Improvement		Status	Due Date	Comment
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.	<b>NEW GREEN</b>	April 2016	The gaps in compliance the Best Use of Stop and Scheme as identified by HMIC have been addressed and the force believes it is now compliant. These related to: (i) Publishing Outcomes including Khat – a dashboard of outcomes has been published Qtr 1 2016/2017; and (ii) Monitoring the impact of stop and search – the Stop and Search and Use of Force Working Group monitor the dashboard and takes action as appropriate. The dashboard provides analysis by age, gender and ethnicity together with a narrative comment. Although Khat outcomes within the City are zero this is specifically reported in the dashboard. The dashboard is further reviewed and scrutinised by the Community Scrutiny Group.
Page 95	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.	<b>NEW GREEN</b>	May 2016	Front line officers have received an input and briefings for non operational front line officers has commenced with ECD. In total 240 officers have been briefed to date. Ongoing refresher training for new joiners is to be scheduled as part of the personal safety training. TFG have been delivering Taser awareness on musters.

## 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: 3 are national and outside the remit of City of London Police. 3 were areas relevant to the City of London Police, 1 is still in progress.

Recommendation		Status	Due Date	Comment
3(i)	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.	<b>NEW GREEN</b>	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 was presented to the Safeguarding meeting [May 2016] for comment. It has been signed off and published

Recommendation		Status	Due Date	Comment
3(ii)	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.	NEW GREEN	November 2016	A report has been produced for November 2016 Performance Sub for information and will follow on to Grand Committee in December
Page 96 4	<p><b>Force progress reviews</b></p> <p>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:</p> <ol style="list-style-type: none"> <li>1) the force's updated action plan on domestic abuse;</li> <li>2) the force's culture and values;</li> <li>3) the force's performance management framework;</li> <li>4) the force's approach to the use of data and evidence of what works in support of the development of a learning organisation;</li> <li>5) the reward and recognition policy in the force and the roles and behaviours that this rewards currently;</li> <li>6) the selection and promotion processes in the force;</li> <li>7) the messages and communications sent by the senior leadership team to the rest of the force about tackling domestic abuse;</li> <li>8) the development opportunities for officers and staff in the force; and</li> <li>9) force policy on how perpetrators and victims of domestic abuse who are employed by the force are managed.</li> </ol>	RED	June 2016	<p>For ease of reference progress is recorded against the numbered elements within the recommendation.</p> <ol style="list-style-type: none"> <li>1) The action plan has been reviewed, updated and published.</li> <li>2) Culture and values are to be targeted within Domestic Abuse and Vulnerability training.</li> <li>3) A dashboard has been developed comprising 20 data sets 9 of the 20 data sets can be easily extracted from Force systems, the remaining 11 currently require manual counting and inputting. That data, backdated to April 2016, is currently being collated. The dashboard will be considered by the Vulnerability Working Group at their next meeting on 14<sup>th</sup> December 2016.</li> <li>4) Data requirements to support the dashboard have been specified</li> <li>5) to 9) The force has established a Vulnerability Steering group, chaired by the Commander (Ops). The first meeting was held on the 18<sup>th</sup> August 2016. The Communication Strategy will support the above.</li> </ol> <p>If the dashboard is signed off on the 14<sup>th</sup> December, this recommendation will be complete and assessed GREEN.</p>

## PEEL: Police effectiveness 2015 (Vulnerability)

A Force report by HMIC, published December 2015. Total of 4 actions, all of which have now been delivered.

HMIC revisited these areas for improvement during their Autumn PEEL inspection 2016. During the hot debriefed they stated they were very pleased with the progress made around vulnerability and did not feel there were any significant issues to reports. HMIC were pleased to note the AFIs identified below have been addressed. It should be noted the feedback from HMIC during the hot debrief is not final there are several moderation levels before reports are published.

	Recommendation	Status	Due Date	Comment
Page 97	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.	NEW GREEN	June 2016	<p>A review of training has informed a report to Training Improvement Board on the 9<sup>th</sup> June 2016. This meeting agreed three training packages to be delivered within the 12 months to June 2017. The 'Domestic Violence Matters' College of Policing package has been prioritised 2<sup>nd</sup> behind Counter Terrorism.</p> <p>The College of Policing training will be rolled out to all front line responders, call takers and control room staff.</p> <p>Progress will be regularly reviewed at meetings chaired by DCI Priority of Volume Crime.</p> <p>Going forward, vulnerability training will be considered annually within the Force training plan.</p>
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.	NEW GREEN	June 2016	<p>The current force crime and intelligence system has been reviewed to establish how vulnerability is captured and vulnerability recording requirements will be progressed as the force transitions to the new Niche system and its interactions with mobile tablet devices in force.</p> <p>The force Control has reviewed its Standard Message Format (SMF) checklists and published a revised ASB Command and Control SOP published. Appropriate measures are in place to ensure proper flagging.</p> <p>The vulnerable person coming to police notice process [ Form 377] has been modified to separate adults from children – this will facilitate monitoring and analysis at the vulnerability working group.</p>

Recommendation		Status	Due Date	Comment
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.	<b>NEW GREEN</b>	June 2016	The Child Sexual Exploitation and Abuse problem profile has been produced recommendations will be actioned and monitored at the Vulnerability Working Group. The provision of CSE training to officers further supports this recommendation.

## 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 is still in progress.

Recommendation	Status	Due Date	Comment
<p>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.</p>	<p><b>RED</b></p>	<p>June 2016</p>	<p>An FGM needs assessment by the City's Public Health team determined there is a very low risk in the City. However, isolated cases might exist. This is covered in the "Tackling and Preventing FGM – City and Hackney Strategy". The Domestic Co-ordinator CoL is developing a City HBV/FM policy. Research and engagement has not produced any data suggesting there is an issue in the City of London. Further awareness training to staff and engagements with the community are planned. CoLP has established contact with the MPS attended their HBV/FM &amp; FGM strategy group meeting on the 13<sup>th</sup> April 2016. MPS DCS is the deputy national lead for HBA. He is working to introduce this meeting as a London Regional strategic meeting for HBA, FGM, FM and other harmful cultural practices. The PPU DI or DCI will continue to attend the MPS HBA strategy group and any actions / updates will be fed back into force via the monthly internal safeguarding meeting. Any material shared will also be brought back to force via this route.</p> <p>This is being taken to the Independent Advisory Group to establish their knowledge of these issues and how best to raise community awareness. 2 IAG members have expressed interest, 1 in terms of understand the issues whilst the other has been involved in training on this topic.</p> <p>The production of an updated domestic abuse problem profile that includes FGM / HBV and FM is due for completion by the end of December 2016. Once produced, this will be GREEN.</p>

## 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, 2 are still 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].	GREEN	June 2016	The Home Office has reduced funding of the London ROCU by 68% in the current financial year without prior warning or consultation. MPS, as the large partner, has written to the Home Office highlighting the resultant issues.  CoLP retains access to the '13 capabilities' either via its own resources or by collaboration with the MPS.
Page 100-3	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: <ul style="list-style-type: none"> <li>• in consultation with police and crime commissioners, ROCUs and the ROCU executive board;</li> <li>• 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</li> <li>• with regard to the other recommendations contained in this report.</li> </ul>	RED	June 2016	See above, plus HMIC are aware of the current position, which will influence any follow-up inspection they undertake.  Note: Discussions are ongoing at a regional level and are being led by the MPS, it is not therefore within the Force's gift to indicate when this issue might be resolved.
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.	RED	June 2016	The position regarding the London ROCU remains unresolved, see above.



## PEEL: Police efficiency 2015

An inspection of the City of London Police by HMIC published October 2015. Total of 2 recommendations, which are still 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.	RED	March 2016	A draft workforce plan was submitted to HMIC during the June 2016 PEEL Inspection. This document had gaps and work is ongoing. The updated draft workforce plan was presented to Performance Sub Committee September 2016, however, it was noted additional work is required. Aspects of the plan are dependent on strategic operational threat and risk assessments being completed (by March 2017). The workforce plan will be completed before the next Spring PEEL Efficiency inspection. The AC is in discussion with the Chairman about this.
Page 10	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.	RED	March 2016	This is being reviewed and will in part be informed by the requirements of the workforce plan. A skills audit has been completed for Police Officers and a similar exercise is underway for Police Staff. This will also be complete by March 2017.

## 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 is currently pending action by the Criminal Justice Board

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.	WHITE	Within 6 months of the completion of Rec. 1	Progression on this recommendation is dependent upon the Criminal Justice Board establishing an operating framework which to date has not been forthcoming despite the force chasing – there is no indication from the Criminal Justice Board when this will be available. The Head of Administration of Justice is contacting other force Criminal Justice leads to ascertain if they are taking a similar approach.

Recommendation	Status	Due Date	Comment
<p>As a minimum, the review should include:</p> <ul style="list-style-type: none"> <li>• an assessment of the health of the CJS locally, including its impact on victims and witnesses, and the extent to which perpetrators can expect swift justice;</li> <li>• a local assessment of risk and the views and experiences of the public to inform local priority setting;</li> <li>• the business and analytical support required for effective partnership planning, commissioning and co-ordination; and</li> <li>• identification and clarification of links with related partnerships so work is co-ordinated and mutually reinforcing.</li> </ul>			

## 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 [subdivided for ease of assessment], of these 1 is national and outside the remit of City of London Police, 1 is still in progress.

Area for Attention	Status	Due Date	Comment
<p>1</p> <p>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.</p>	<b>RED</b>	February 2016	<p>A monthly report regarding the outcomes of juveniles who have been in police custody has been developed and is distributed monthly to UPD and Crime Senior Management Teams. Additionally, the DI PPU has had discussion with Insp. Custody Manager about methods for surveying juveniles who have been dealt with by CoLP with a view to producing a questionnaire that could be given to juveniles when they leave custody as a way of receiving their feedback. The practicalities are currently being examined. Should be in place by February 2017.</p>
<p>Information systems are poorly integrated and inputting data takes up considerable time that might be more usefully spent on investigations and enquiries. In failing to record basic data accurately such as the age, gender and ethnicity of children, police forces are unable to demonstrate they operate without discrimination.</p>	<b>GREEN</b>	NA	<p>Age, gender and ethnicity are recorded on custody records and are also recorded on crime and intelligence reports. The child coming to notice system has migrated onto the intelligence system saving officer time, improving records and linking. The force has plans to purchase new IT systems which should provide opportunity for further integration.</p>

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank