



Performance and Resource Management Sub (Police) Committee

Date: WEDNESDAY, 5 SEPTEMBER 2012
Time: 12.30pm
Venue: COMMITTEE ROOMS, WEST WING, GUILDHALL

Members: Deputy Douglas Barrow (Chairman)
Bob Duffield
Deputy Keith Knowles
Don Randall

Kenneth Ludlam (*co-opted*)

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A Working Lunch will be served during the meeting

Chris Duffield
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**
2. **DECLARATIONS BY MEMBERS OF PERSONAL OR PREJUDICIAL INTERESTS IN RESPECT OF ITEMS TO BE CONSIDERED AT THIS MEETING**
3. **MINUTES**
To agree the public minutes and summary of the meeting held on 25 May 2012 (copy attached).

For Decision
(Pages 1 - 4)
4. **INTERNAL AUDIT UPDATE REPORT FINANCIAL YEAR 2012/13 (QUARTER 2)**
Report of the Chamberlain (copy attached).

For Information
(Pages 5 - 16)
5. **MEDIUM TERM FINANCIAL PLAN 2012 -15**
Report of the Commissioner (copy attached).

For Information
(Pages 17 - 24)
6. **FIRST QUARTER PERFORMANCE AGAINST TARGETS IN THE POLICING PLAN 2012-15**
Report of the Commissioner (copy attached).

For Information
(Pages 25 - 38)
7. **RISK REGISTER UPDATE**
Report of the Commissioner (copy attached).
(N.B. Please see also Non-Public Appendix - Item 13 on the Non-Public agenda)

For Information
(Pages 39 - 42)
8. **HMIC POLICING IN AUSTERITY: ONE YEAR ON**
Report of the Commissioner (copy attached).

For Information
(Pages 43 - 50)
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.

Item No.	Exempt Paragraphs
12	4
13	7

Part 2 - Non-Public Agenda

12. **BUDGETED WORKFORCE PLAN**

Report of the Commissioner (copy attached).

For Information
(Pages 51 - 56)

13. **RISK REGISTER: NON-PUBLIC APPENDIX**

Non-public appendix to Item No.7, report of the Commissioner (copy attached).

For Information
(Pages 57 - 58)

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

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

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POLICE PERFORMANCE AND RESOURCE MANAGEMENT SUB COMMITTEE

25 May 2012

**Minutes of the meeting of the POLICE PERFORMANCE AND RESOURCE
MANAGEMENT SUB COMMITTEE held at Guildhall, EC2 on FRIDAY, 25 MAY
2012 at 1.30 pm.**

Present

Members

Deputy Doug Barrow (Chairman)
Bob Duffield
Deputy Keith Knowles
Henry Pollard
Don Randall

Officers

Neil Davies	Head of Corporate Performance and Development
Ignacio Falcon	Policy Officer

City of London Police

Adrian Leppard	Commissioner
Ian Dyson	Commander
Eric Nisbett	Director of Corporate Services
Hayley Williams	Secretariat Manager

1. APOLOGIES

There were none.

2. DECLARATIONS BY MEMBERS OF ANY PERSONAL AND PREJUDICIAL INTERESTS IN RESPECT OF ITEMS ON THIS AGENDA

There were none.

3. TERMS OF REFERENCE

The Terms of Reference of the Sub-Committee were noted.

There was a brief discussion about the references to resource management and it was felt that greater emphasis should be placed on the Sub-Committee's role in budget monitoring. There was a suggestion, for example, that the report on the Force's medium term financial strategy could be considered by the Sub-Committee in the future.

4. MINUTES

The public minutes and summary of the meeting held on 29 February 2012 were agreed.

5. HMIC ANTI-SOCIAL BEHAVIOUR INSPECTION

The Sub-Committee considered a report of the Commissioner outlining the findings of a recent inspection by HMIC on the Force's arrangements to deal with anti-social behaviour. The feedback was mixed, with a number of positive areas highlighted, and a few areas for improvement identified in relation to handling of records. The key issues concerned the follow-up contact with victims and the analysis of incidents. The report also included the Improvement Plan which was drawn up by the Force in the light of the findings.

Discussion centred on intelligence gathering and the role which the new Information and Intelligence Hub would play in ensuring a coordinated approach to incident analysis.

Reference was made to new proposals being introduced by the government, which included the so-called 'community trigger', and how this might be implemented by the Force.

RESOLVED – That the report be received and its contents noted.

6. HUMAN RESOURCES MONITORING INFORMATION APRIL 2011 – MARCH 2012

The Sub-Committee considered a report of the Commissioner setting out the Force's Human Resources monitoring data for the year 2011/13.

The Director of Corporate Services drew Members' attention to an error on p. 13, whereby the figures for officer establishment and strength were wrongly inputted. The correct data was 703 for establishment (budgeted numbers) and 797 strength (actual numbers).

Members commented that in the future it would be helpful if the report could define the meaning of the terms 'establishment' and 'strength', or simply refer to budgeted and actual numbers. It was felt that the error was probably down to the confused use of the terms.

Worryingly, the error appeared to indicate that the Force was considerably behind the target of achieving a balance between the staff budgets and officer numbers. The Commissioner reassured Members that, had they had a fuller picture in terms of the projected rate of leavers over the CSR period, it would have shown that they were expected to be on track to achieve the anticipated numbers which would allow the Force to meet the financial challenge placed by the grant reductions. He undertook to bring back a report to Members with better and more detailed information on workforce planning to future meetings of the Sub-Committee.

RESOLVED – That the report be received and its contents noted.

7. END OF YEAR PERFORMANCE AGAINST TARGETS FOR THE POLICING PLAN 2011-14

The Sub-Committee considered a report of the Commissioner detailing the Force's performance against the Policing Plan targets for 2011/12. Out of 21 targets, four were not achieved and three had incomplete data.

As a general observation, Members felt that the Commissioner and his officers ought to be recognised for the hard work in achieving those 'green' targets, which were particularly challenging in the face of the budget reductions.

Members proceeded to analyse those targets which were 'missed', and heard from the Commissioner on the reasons why the Force was unable to meet them. The following points were made:-

- **Target 4 – Reduce Violent Crime by 10%** - There was a discussion over the camp at St Paul's having an impact on violent crime reporting.
- **Target 7 – Increase number of people charged with fraud offences –** The target was somewhat out of the Force's control as it was largely dependent on the work by the Crime Prosecution Service (CPS). The target was being modified in the new financial year with the advent of the new performance framework for Economic Crime.
- **Target 11 – Develop Fraud Prevention Strategies –** There was ongoing work to ensure better engagement with the industry. Again this was an area which was being addressed by the new Economic Crime performance framework.
- **Target 20 – Support staff sickness levels –** It was noted that the target had been met for police officers. There was a reference to the impact of a relatively few number of long-term sickness cases skewing the data.

In response to a question over how newly agreed targets were taking account of the rise in some forms of crime over the Olympic Games, the Commissioner commented that he would anticipate some rise in acquisitive crime although he was still hopeful that there would be an overall reduction.

RESOLVED – That the report be received and its contents noted.

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

There were none.

9. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

Low incidence of corruption allegations

The Chairman drew attention to an article in a national newspaper highlighting the low incidence of corruption cases against the City Police when compared to other Forces in the country.

10. EXCLUSION OF THE PUBLIC

RESOLVED – That under Section 100A of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that

they involved the disclosure of exempt information as defined in Part 1 of Schedule 12A of the Local Government Act.

Item No.
11

Exempt Paragraphs
7

ITEMS CONSIDERED WHILST THE PUBLIC WERE EXCLUDED

11. NON-PUBLIC MINUTES

The non-public minutes of the meeting held on 29 February 2012 were agreed.

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

There were none.

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

There were none.

The meeting closed at 3.00pm

CHAIRMAN

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Agenda Item 4

Committee(s):	Date(s):	Item no.
Performance & Resource Management Sub-Committee (Police Committee)	5 th September 2012	
Subject: Internal Audit Update Report Financial Year 2012/13 (Quarter 2)	Public	
Report of: The Chamberlain	For Information	
<p style="text-align: center;"><u>Summary</u></p> <ol style="list-style-type: none"> 1. The Audit and Risk Management Committee Members, in consultation with the Chairman of the Police Committee, agreed that the Police Performance & Resource Management sub-committee should be provided with an internal audit update report on activity for the City of London Police (CoLP). It was agreed by Members that these 6 monthly update reports should also be copied to the Audit and Risk Management Committee Members. 2. This is the first update report made to your sub-committee and contains details of the Internal Audit Plan for the current financial year ending 31st March 2013, (Appendix 1), together with the 5 year strategic Internal Audit Plan for the CoLP 2012/2017 (Appendix 2). 3. No significant control issues have been identified so far by Internal Audit work completed in the first two quarters of 2012/13 (period ending 30th September 2012). A review of the CoLP compliance with Her Majesty's Government (HMG) Information Assurance Maturity Model (IAMM) was finalised in the first quarter of 2012/13 (period ended 30th June 2012), the main work for these reviews was undertaken in 2011/12. The fieldwork for a review of the CoLP Value for Money Initiatives has recently been completed and the draft report issued to the Commissioner. Other work completed to date includes a small review of Cash Collection & Banking and follow-up reviews of Business Continuity Planning and CoLP administration of bank accounts holding defendants' funds. In addition, the Commissioner requested that Internal Audit examined details of an allegation made by a former employee concerning compliance with Standing Orders related to the Engagement of External Consultants. <p>Recommendations</p> <ul style="list-style-type: none"> • That this report be noted. 		

Main Report

Background

4. Update reports on Internal Audit activity within the CoLP will be presented to the Performance & Resource Sub Committee on a 6 monthly basis following agreement between the Audit and Risk Management Committee and the Chairman of the Police Committee. This report includes details of the progress made in completing the 2012/13 Internal Audit Plan and also provides a schedule of the Internal Audit Plan 2012/13 which was discussed and agreed with the Director of Corporate Services (Appendix 1). It also includes details of the five years Strategic Internal Audit Plan for the City Police (Appendix 2).

Summary of Audit work undertaken during 2012/13 HMG Information Assurance Maturity Model (5 days)

Assurance Level Green/Substantial

5. An exercise was conducted during 2011/2012 at the request of CoLP to establish how compliant the City of London (CoL) is as a 3rd Party Supplier under the HMG Information Assurance Maturity Model (IAMM).
6. The IAMM questionnaire introduced a number of concepts and highly specific controls which the CoL has not previously encountered. An evidence based approach was used to establish the compliance level for each control listed, often the specific control was not in place as stated, but an alternative control exists which addresses the risk presented. For example strong encryption is enforced on portable and removable devices, and the government 'Protecting Information' training is conducted.
7. It is Internal Audit's view that the information control environment within CoL is robust although there is room for some improvement. There is currently no protective marking scheme within CoLP. It has been agreed with the Commissioner that the HMG marking scheme or an alternative will be investigated and considered for implementation. The review made five observations to the CoLP Information Officer.

City Police Value for Money Initiatives (City First Programme) (10 days)

Assurance Level Green/Substantial

8. The primary purpose of this review was to examine the work undertaken by the CoLP City First Programme Project Team. It was established that a thorough and comprehensive exercise has been undertaken by the Team. Work undertaken in producing the Revised Policing structure for the CoLP included a number of work streams assessing the requirements of the Force for effective delivery of the Policing Plan, together with the appropriate Support Services. A detailed assessment of Emerging and Future Threats was undertaken, a benchmarking exercise for support services was commissioned from an external agency and value for money assessments of each CoLP service completed as part of the project. The draft report for this Internal Audit exercise is currently being considered by the Commissioner, there were no recommendations made as a result of this review.

City Police Cash Income (3 days)

Assurance Level Green/Substantial

9. This minor spot check review included an examination of a sample of transactions for income collection, recording, security and banking and division of duties at Bishopsgate, Wood Street and Snow Hill Police Stations.
10. Sample testing established that there are satisfactory controls over the collection, safe custody and banking of income at Front Desk sites with an adequate division of duties. There is, however, a weakness in controls over recording income at Bishopsgate and Snow Hill Police Stations where there are no independent records being maintained. In addition, it is noted that receipts to verify income collections at Snow Hill were not being provided by Shared Services who are based on site. There is also a weakness concerning the safe key at Wood Street which needs to be held by a member of staff during the day and over the banking of a small amount of income taken from the sale of personal attack alarms at Bishopsgate which needs to be undertaken on a more regular basis. All four green recommendations made as a result of weaknesses identified have been agreed with the Commissioner and will be implemented by 30th September 2012.




Investigation of a complaint made by a former civilian support officer

Assurance Level Green/Substantial

11. An examination of the information supplied concerning the appointment of Pareto Management Ltd. as a consultant was undertaken by Internal Audit. It is understood that the officer has alleged that this appointment was not made in accordance with the City of London Corporation's (the City's) Financial Regulations.
12. On the basis of the documentation provided and interrogation of CBIS Accounts Payable, it has been determined that the engagement of Pareto Management Ltd. to undertake the role of independent advisor and critical friend to the City First Programme was in accordance with the City's Financial Regulations. E-mail and memoranda correspondence examined by Internal Audit demonstrated an awareness of the requirements of Standing Order 49 as expressed within the City's Procurement Guidance, specifically, that consultant appointments with a contract value up to £50,000 are at the discretion of the Chief Officer. In this instance it is noted that the Commissioner approved the engagement of Pareto Management Ltd. and the value of the contract was within the £50,000 threshold required by Standing Order 49.

CoLP Business Continuity Planning – Follow-up exercise

Summary of Current Position (20th August 2012)

RAG Rating	Recommendations	Implemented	Partially Implemented	Outstanding
	0	0	0	0
	11	8	3	0
	1	1	0	0
Total	12	9	3	0

13. An on-going follow up exercise has been undertaken of the above audit to review progress in the implementation of recommendations. The review identified that of the twelve recommendations made, nine have been implemented. The partially implemented recommendations are discussed below.

Recommendations 6 & 7 (Partially Implemented)

14. The Emergency Planning and Business Continuity Team (EPBCT) are reviewing departmental plans and reporting back to departments where

the relevant information has not been found together with deadline dates for plans to be reviewed again.




Recommendations 9 (Partially Implemented)

15. The EPBCT state that it has not been possible to plan a major exercise because of commitments for The Queen’s Jubilee Celebrations and Olympic Games in July 2012. There are, however, exercises scheduled following completion of the Olympic Games in September 2012.

16. It is understood that some resilience work has already begun in June 2012 with live testing of the e-mail system scheduled for August 2012. It has been agreed that the outcome of this test will be reported to Internal Audit to confirm full completion of this exercise.

Bank Accounts for Defendants’ Funds – Follow-up exercise

Summary of Current Position (20th August 2012)

RAG Rating	Recommendations	Implemented	Partially Implemented	Outstanding
	0	0	0	0
	0	0	0	0
	2	1	0	1
Total	2	1	0	1

17. The outstanding recommendation relates to reconciling bank account balances to approved deposits and withdrawals. At the time of this follow-up review (May 2012) this task had not been undertaken since December 2011. It was agreed with the Interim Director of Finance that reconciliations would be brought up to date as soon as possible. The completion of this task will be reviewed again by Internal Audit before the end of September 2012.

Conclusion

18. Good progress is being made in the completion of the 2012/12 Internal Audit Plan. There have been no major control weaknesses identified to date.

Appendices

Appendix 1: Schedule of Internal Audit Projects 2012/13

Appendix 2: Five Year Strategic Audit Plan 2012/17

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Schedule of Internal Audit Projects 2012/13

Full Reviews				Recommendations			
Project	Planned Days	Planned Completion Date	Current Stage	Total Red	Total Amber	Total Green	Total
<p>POLICE ICT SERVICE SUPPORT CONTRACTS</p> <p>The Force operate a variety of ICT service contracts to support the City's policing arrangements. Controls over the procurement of ICT support contracts will be examined.</p>	10	30 th September 2012	Planning	-	-	-	-
<p>POLICE SUPPLIES AND SERVICES</p> <p>The City Police requires a wide range of items to support delivery of its policing plan. This review will examine the control of the procurement, payment and asset management aspects will be examined.</p>	20	31 st December 2012	Not Started	-	-	-	-
<p>POLICE FLEET MANAGEMENT VFM</p> <p>The City Police Force operates a diverse fleet of vehicles to enable a responsive policing presence within the square mile and beyond. Arrangements for the procurement, maintenance and usage of vehicles will be examined, including potential efficiency savings.</p>	10	31 st March 2013	Not Started	-	-	-	-

Full Reviews				Recommendations			
Project	Planned Days	Planned Completion Date	Current Stage	Total Red	Total Amber	Total Green	Total
<p>VALUE FOR MONEY INTIAITIVES</p> <p>In the current economic climate, City departments need to continuously identify expenditure savings and income generation opportunities. This review will examine on-going efficiency savings against proposals introduced by the Commissioner.</p>	5	30 th June 2012	Draft Report Issued	0	0	0	0
<p>POLICE COMPENSATION CLAIMS</p> <p>During the course of police operations there are inevitable incidents where innocent parties are inadvertently affected by police activity. The management of claims made against the Police including arrangements to mitigate the risk of claims being made will be examined.</p>	20	31 st December 2012	Planning	-	-	-	-
Spot Check Reviews							
Petty Cash	3	31 st March 2013	Not Started	-	-	-	-
Cash Income	3	30 th June 2012	Management Letter issued	0	0	3	3
Property & Front Offices (All Police Stations)	4	30 th September 2012	Not Started	-	-	-	-
Police Officers' Allowances & Ad Hoc Payments	5	30 th September 2012	Planning	-	-	-	-
Interpreters Fees	5	31 st December 2012	Not Started	-	-	-	-

Follow-up reviews										
Project	Follow-up Date	Recommendations Made				Recommendations Implemented				
		Red	Amber	Green	Total	Red	Amber	Green	Total	Outstanding
Business Continuity Planning	August 2012	0	11	1	12	0	8	1	9	3
Defendants' Funds Bank A/c's	June 2012	0	0	2	2	0	0	1	1	1
Police Clothing Store	Not Yet Due	0	0	9	9	-	-	-	-	-

**Five Year Strategic Audit Plan
City of London Police**

FULL REVIEWS	Last Audited	2012/13	2013/14	2014/15	2015/16	2016/17	5 Year Coverage
DEPARTMENTAL GOVERNANCE AND FIN.MAN (INC BUD CONTROL) PART CSA	2010.07	0	0	0	25	0	25
POLICE ICT SERVICE SUPPORT CONTRACTS	NEW	10	0	0	0	0	10
POLICE SUPPLIES AND SERVICES	2007.01	20	0	0	0	0	20
POLICE PREMISES RELATED EXPENDITURE	2007.01	0	0	0	0	20	20
POLICE USE OF THIRD PARTY PAYMENTS (INC CONSULTANTS)	2007.11	0	20	0	0	0	20
POLICE FLEET MANAGEMENT VFM	2006.02	10	0	0	0	0	10
POLICE FEES & CHARGES (inc income maximisation and debt management)	2006.03	0	20	0	0	0	20
POLICE BUSINESS CONTINUITY PLANNING	2011.11	0	0	0	0	15	15
POLICE CLOTHING STORE (INCL. COMP. SYSTEM)	2007.01	0	0	0	0	5	5
POLICE BANK ACCOUNTS	2010.10	0	0	0	10	0	10
POLICE GOVT GRANTS, OTHER GRANTS & REIMBURSEMENTS (incl CJU)	2010.10	0	0	0	10	0	10
POLICE BERNARD MORGAN HOUSE VFM	2010.08	0	0	15	0	0	15
POLICE OVERTIME	NEW	0	0	20	0	0	20
VALUE FOR MONEY INTIAITIVES	NEW	5	5	5	8	6	29
POLICE COMPENSATION CLAIMS	2005.12	20	0	0	0	0	20
POLICE SEIZED GOODS		0	5	0	5	0	10
TOTAL MAN DAYS FULL REVIEWS		65	45	40	53	46	249

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Committee: Police Performance & Resource Management Sub-Committee	Date: 5 th September 2012
Subject: Medium Term Financial Plan 2012 -15	Public
Report of: Commissioner of Police POL 53/12	For Information
<u>SUMMARY</u>	
<p>This report provides Members with information re the Force's Medium Term Financial Plan (MTFP) for the period 2014/15.</p> <p>Force financial plans have been developed based on 3 scenarios which are all predicated on a number of assumptions and variable risk assessments.</p> <p>The risk attached to each assumption is being actively managed and if mitigation is effective the Force will be able to contain the City First structure within the existing budget forecast envelope for 2014/15.</p> <p>Also included is a proposed Use of Reserves plan which will result in a balance of £6 M as at 31st March 2015 compared to £4.6 M as assumed in the previous MTFP.</p> <p>The financial landscape beyond the existing 2014/15 remains unclear but the Force has already identified a number of strategic options to increase revenue sources and further reduce expenditure in anticipation of resources being further reduced in the next Comprehensive Spending Review (CSR) period.</p>	
RECOMMENDATION	
<p>It is recommended that Members note the content of this report.</p>	

MAIN REPORT

BACKGROUND

1. As part of the Force's Policing Plan, your Police Committee agreed the Force's Medium Term Financial Plan (MTFP) for the period 2011-14, at

its meeting on 4th March 2011 (POL 18/11 refers). The final version of the published plan was presented on 11th April 2011.

2. In that plan the Force outlined the financial challenge the Force faced during the current Comprehensive Spending Review (CSR) period to 2014/15.
3. For ease of reference, the agreed plan at that time is detailed below:

	Revised 2010-11 Budget	Approved 2011-12 Budget	Projected 2012-13 Budget	Projected 2013-14 Budget	Projected 2014-15 Budget
LOCAL RISK	£000s	£000s	£000s	£000s	£000s
Expenditure	101,007	96,574	88,311	85,636	82,184
Income	(35,914)	(29,563)	(27,563)	(27,151)	(27,151)
TOTAL LOCAL RISK	65,093	67,011	60,748	58,485	55,033
TOTAL RECHARGES	3,529	3,512	3,563	3,615	3,667
Central Risk	435	0	0	0	0
TOTAL NET EXPENDITURE	69,057	70,523	64,311	62,100	58,700
Cash Limit	67,249	66,523	62,400	60,600	58,700
(Transfer to)/from Reserve	1,808	4,000	1,911	1,500	0
Reserve b/f	(13,385)	(12,027)	(8,027)	(6,116)	(4,616)
Reserve c/f	(12,027)	(8,027)	(6,116)	(4,616)	(4,616)

4. The Force instigated the City First Change Programme in order to address the challenge the Force faced from the significant reduction in resources received during the current CSR period. Your Police Committee have been apprised at regular intervals on progress against this Programme and therefore this report will restrict itself to reporting progress against financial plans.

CURRENT POSITION - REVENUE

5. Detailed below is the Force's actual performance over the financial years 2010/11 and 2011/12 and a forecast of the budget for each financial year thereafter, for the current CSR period.

	2010/11	2011/12	2012/13	2013/14	2014/15
	£M	£M	£M	£M	£M
Cash Limit	66.249	66.393	62.597	60.500	58.700
Actual Outturn	65.927	65.153			
Under/(Over) Spend	0.322	1.240 ¹			

6. The Force has detailed plans for addressing the financial position for the remaining years of the CSR period.
7. These plans consider 3 scenarios, based on a sensitivity analysis, for the projected revenue budget for 2014/15 which are detailed below. Each scenario is based on a set of assumptions which reflect a different risk profile for each assumption.

	RISK BASED ASSESSMENT		
	Lower bound <i>Pessimistic case</i> £M	Best estimate <i>Central case</i> £M	Upper bound <i>Optimistic case</i> £M
Pay Costs	61.91	60.96	60.54
Non Pay Costs	23.03	22.06	22.06
Income	22.79	22.79	22.79
Net Expenditure	62.15	60.23	59.81
Cash Limit	58.70	60.20*	60.20*
Funding Gap	-3.45	-0.03	0.39

*See table in para 8.

¹ During 2011/12, the Force received a substantial cash forfeiture award of £1.6m from the Home Office. In accordance with the guidelines of the scheme, the income has been ringfenced for "crime reduction initiatives". Excluding this income the Force's 2011/12 revenue outturn resulted in a transfer from the Police General Reserve of £0.36m.

8. The assumptions included within the scenarios and the associated risk profile are as follows:

Assumption	Range	Action Owner
Police Officer Numbers greater than new model	26-82 FTE	Director of Corporate Services
Further Savings from Proposed Model	£0-0.25M	Directorate Heads
Possible Revision in CoL Recharges	£0.25-0.5M	Director of Corporate Services
Non Pay Savings	£0.5-0.75M	Director of Corporate Services
Net Cost of Formalising Arrangements with MPS	£0.5-1.0M	Commander
*Increase to Business Rate Premium	£0-1.5M	Commissioner

9. In order to manage each risk the Force has assigned a lead officer for each assumption to ensure that as circumstances progress the ongoing risk is mitigated/offset wherever possible e.g. for the assumption on Police Officer numbers an element of short term mitigation using measures such as the vacancy factor has been built in to each of the scenarios. Overarching progress will be monitored at the City First Programme Board chaired by the Commissioner.
10. The current projected forecast for the Revenue Budget for 2014/15 assuming that all risks are effectively mitigated is that the Force will contain the new City First structure within the forecast budget envelope.

USE OF RESERVES

11. Financial plans for the current CSR period include a scheduled use of Reserves. The planned and actual use of Reserves for each of the financial years of the CSR period amount to:

Financial Year	Planned £M	Actual £M
2010/11	0.5	(0.3)
2011/12	4.0	0.4
2012/13	3.0	
2013/14	1.5	
2014/15	0	

12. As at 31 March 2012 the Force has a current balance of Reserves of £13.797M.
13. The Force has taken planned and deliberate steps to maximise Reserves, by ensuring that expenditure within each financial year of the CSR period is robustly controlled to only address essential expenditure. This has resulted in a significant under-spend in each year of the CSR period to date. Reasons for under-spends have been reported to your Committee previously by means of quarterly budget monitoring and annual outturn reports.
14. The Force wishes to amend its original planned use of Reserves to address new risks and priorities that were not known at the time the original plan was conceived.
15. The proposed new schedule, which is within the parameters² agreed by the Court of Common Council for the phased/managed utilisation by the Force of its Reserves, is detailed below:

	£M
Reserves Brought Forward 1 April 2012	13.8
Planned Use of General Reserves 2012/13	3.0
Balance as at 31 March 2013	10.8
2013/14	
Agreed Use of Reserves 2013/14	1.5
Revenue Supplement to Capital	1.7
Balance as at 31 March 2014	7.6
2014/15	
Agreed Use of Reserves 2014/15	0.0
Contingent Provision for Salaries	1.6
Revenue Supplement to Capital	0.0
Balance as at 31 March 2015	6.0

16. These changes are planned to address the following risks:
- Capital expenditure being greater than the Home Office Capital Grant in 2013/14; and

² The retention of a basic minimum reserve sum of £4.5m over the medium term planning period (i.e. to 2014/15) but with up to a further £0.5m being available to offset any reductions in specific grants below budgeted provisions over this period, effectively resulting in a revised minimum reserve balance of £4m being retained.

- Police Officer strength being greater than establishment in 2014/15. This is due to the fact that under Police Regulations, Police Officers cannot be made redundant. Forecast reductions have been assumed due to natural wastage and retirements, but these are predicted to be insufficient to meet the required budget in 2014/15.

CURRENT POSITION - CAPITAL

17. The proposed Capital Programme for the remainder of this CSR period is shown below:

Project	2012/13	2013/14	2014/15
	£M	£M	£M
Vehicle Replacement 2011/12	0.027		
Airwave Radios in Vehicles	0.061		
NSPIS Custody and Case Prep Upgrade	0.197		
Interview Recording	0.015		
Vehicle Replacement	0.250	0.250	0.200
ANPR/CCTV Replacement	0.250	0.750	
Corporate Website	0.200		
ECIS Collaboration	1.320	0.972	0.222
City Corporation HR System	0.152	0.065	0.162
Microsoft Enterprise Agreement	0.114		
Holmes 3 Upgrade	0.052		
IT Infrastructure Refresh	0.231		
City Private Fibre Network		0.300	
Project Athena		0.300	
Other unspecified programmes			0.366
Total Cost of Programme	2.869	2.637	0.950
Funded By:			
Home Office Capital Grant	0.935	1.000	1.000
Top Slice: National Police Air Service	(0.050)	(0.070)	(0.050)
Income from NPIA	0.163	0.000	0.000
Total Funding	1.048	0.930	0.950
Revenue Supplement to Capital	1.821	1.707	0.000

18. The Capital Programme for 2012/13 will require some £1.8M supplement from Reserves, however not all schemes have yet been

approved by the Force's Senior Management Board/your Committee, therefore final costs are not known.

19. The Capital Programme for 2013/14 will require some £1.7M supplement from Reserves subject to all schemes being approved and delivered within the financial year, on budget.

THE FUTURE

20. The full financial settlement for the final two years of the current CSR period has yet to be announced. Furthermore, the financial landscape beyond the existing CSR period remains unclear, albeit that a continued reduction in the level of available resources is predicted.

21. Current uncertainties for the future planning include:

- The impact of any funding reductions announced for the final two years of the current CSR period beyond those already provided for in the Force's Medium Term Financial Plan
- When the next Spending Review will take place
- The anticipated size of the spending cuts post 2014/15
- How the cuts post 2014/15 will be allocated across services.

22. The following broad strategic options have been identified as areas for consideration to mitigate future funding reductions:

- Increased income generation through the development of the Fraud Academy and targeted pursuit of International and Capital City and other grant streams.
- Police officer pay and pensions – the impact of Winsor and Hutton recommendations on expenditure levels
- Police staff pay and pensions – the impact of national pay freezes and Hutton recommendations on expenditure levels
- Collaboration and Outsourcing opportunities. Development of future working arrangements and service provision with the East Coast Information Systems Consortium, Metropolitan Police Service, British Transport Police City of London etc
- Accommodation and estate provision. Provision of a reduced yet more cost effective estate coupled with modernised and streamlined working practises.

CONCLUSION

23. The Force continues to face significant financial challenges both for the remainder of the existing CSR period and beyond. Current plans indicate that the Force will be able to contain the new City First structure within the forecast budget envelope (after risks have been mitigated). Plans are also being developed to increase revenue sources and further reduce expenditure to offset any resultant decrease in resources in the next CSR period.
24. It is recommended that Members note the current position.

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Agenda Item 6

Committee(s): Police Performance and Resource Management Sub-Committee	Date(s): 5 th September 2012																																				
Subject: First Quarter Performance against Targets in the Policing Plan 2012-15	Public																																				
Report of: Commissioner of Police POL 50/12	For Information																																				
<p><u>Summary</u></p> <ol style="list-style-type: none"> 1. This report summarises performance against the Policing Plan 2012-15 for the first quarter of the 2012-13 financial year. 2. At the end June 2012, of the 18 policing plan targets, 10 had been achieved, (WHITE), 7 were on track to be met (GREEN) and 1 was graded (AMBER), being significantly behind target, but with the possibility the target might still be met by the end of the year. <table border="1" data-bbox="193 887 1353 1653"> <tr><td>1. Maintain 95% ring of steel patrols commensurate with threat</td><td>ACHIEVED</td></tr> <tr><td>2. Improve quality and coverage of engagement with SMEs</td><td>GREEN</td></tr> <tr><td>3. All relevant plans within CoL scrutinised by the CT ALO</td><td>ACHIEVED</td></tr> <tr><td>4. 85% of Griffin/Argus attendees agree CoLP prepared to deal with terrorist or major incident</td><td>ACHIEVED</td></tr> <tr><td>5. Disrupt 25% of OCGs using fraud as a means of committing crime</td><td>GREEN</td></tr> <tr><td>6. Improve the quality of fraud alerts to businesses and public sector</td><td>GREEN</td></tr> <tr><td>7. 85% of attendees to Fraud academy courses satisfied with quality and content</td><td>ACHIEVED</td></tr> <tr><td>8. Participate in 95% of ECC co-ordinated by the NCA's ECOG</td><td>ACHIEVED</td></tr> <tr><td>9. Maintain 95% of no. and trained/equipped officers to meet national req'ts for mobilisation and support Olympic and Paralympic games</td><td>ACHIEVED</td></tr> <tr><td>10. 85% of residents and businesses satisfied with information rec'd relating to pre-planned large events</td><td>ACHIEVED</td></tr> <tr><td>11. Reduce levels of victim based violent crime compared to 2011-12</td><td>GREEN</td></tr> <tr><td>12. Reduce levels of victim based theft compared to 2011-12</td><td>GREEN</td></tr> <tr><td>13. Reduce no. of road collisions resulting in injury compared to 2011-12</td><td>GREEN</td></tr> <tr><td>14. Increase the number of uninsured vehicles seized compared to 2011-12</td><td>AMBER</td></tr> <tr><td>15. Increase the no. of cyclists referred to the Cycle Safe Scheme</td><td>GREEN</td></tr> <tr><td>16. 85% of crime victims and those reporting ASB satisfied with the way CoLP handled their case</td><td>ACHIEVED</td></tr> <tr><td>17. 80% of street population surveyed consider CoLP doing a good/excellent job</td><td>ACHIEVED</td></tr> <tr><td>18. Respond to at least 95% of 999 calls within 12 minutes</td><td>ACHIEVED</td></tr> </table>		1. Maintain 95% ring of steel patrols commensurate with threat	ACHIEVED	2. Improve quality and coverage of engagement with SMEs	GREEN	3. All relevant plans within CoL scrutinised by the CT ALO	ACHIEVED	4. 85% of Griffin/Argus attendees agree CoLP prepared to deal with terrorist or major incident	ACHIEVED	5. Disrupt 25% of OCGs using fraud as a means of committing crime	GREEN	6. Improve the quality of fraud alerts to businesses and public sector	GREEN	7. 85% of attendees to Fraud academy courses satisfied with quality and content	ACHIEVED	8. Participate in 95% of ECC co-ordinated by the NCA's ECOG	ACHIEVED	9. Maintain 95% of no. and trained/equipped officers to meet national req'ts for mobilisation and support Olympic and Paralympic games	ACHIEVED	10. 85% of residents and businesses satisfied with information rec'd relating to pre-planned large events	ACHIEVED	11. Reduce levels of victim based violent crime compared to 2011-12	GREEN	12. Reduce levels of victim based theft compared to 2011-12	GREEN	13. Reduce no. of road collisions resulting in injury compared to 2011-12	GREEN	14. Increase the number of uninsured vehicles seized compared to 2011-12	AMBER	15. Increase the no. of cyclists referred to the Cycle Safe Scheme	GREEN	16. 85% of crime victims and those reporting ASB satisfied with the way CoLP handled their case	ACHIEVED	17. 80% of street population surveyed consider CoLP doing a good/excellent job	ACHIEVED	18. Respond to at least 95% of 999 calls within 12 minutes	ACHIEVED
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<p>Recommendation</p> <p>It is recommended that your Sub Committee receives this report and notes its contents.</p>																																					

Main Report

Background

1. This report presents Force performance against the targets and measures published in your Committee's Policing Plan 2012-15 for the first quarter of the 2012-13 financial year. All relevant performance information is contained within Appendix 'A' with only those areas where targets not met highlighted within the body of the report itself.
2. As previous reports, this performance report includes brief overviews of Force performance that are not covered by specific targets.
3. The "traffic light" criteria used in these reports is as follows:
 - White – target achieved;
 - Green – target on course to be achieved by due date;
 - Amber – progress against the target behind schedule or failing, but could still be achieved by due date;
 - Red – target not achieved by due date/will not be achieved by due date.

Current Position

Overview of Force Performance

4. The Force has started the year extremely well. A comparison with the same period last year shows that between 1st April 2012 and 30th June 2012:
 - There were 214 fewer victim-based crimes (a reduction of -15.4%).
 - There were 3 fewer public disorder offences, representing a -6.1% reduction.
 - There were 35 fewer anti-social behaviour incidents reported, with the main reductions in incidents of rowdy/inconsiderate behaviour and noise.
 - There was an 18.8% reduction (327 fewer offences) in the total number of notifiable offences. This level of reduction is not expected to be maintained and is likely to slow in future quarters due to crime falling significantly over the course of 2011-12 following the introduction of Operation Eaglewood, the Force's strategy to reduce volume crime.
 - During June a murder was committed in Smithfield, which has already been detected.

5. Other notable successes over the reporting period include:

- The arrest of an ex-employee of the Care Quality Commission by the Money Laundering Investigation Unit as part of an ongoing investigation into allegations that care home proprietors were being pressurised into paying money in return for favourable reports.
- The Cheque and Credit Card Unit intercepted the attempts of an international crime gang to airmail around £20million in counterfeit cheques from Nigeria to the US through London airports.
- Working in partnership with the private and public sectors, the NFIB managed to freeze the account of fraudster who was purporting to sell a helicopter that did not exist. NFIB's actions resulted in preventing the loss of around £100,000 to potential victims.
- A man was jailed for three and half years following a Major Investigation Team investigation into the violent robbery of a man close to the Barbican estate.
- An operation, executed over two days during May, brought together over 200 officers from the MPS, BTP and City of London Police to conduct uniform and plain-clothes patrols around stations and at locations across London. A total of 117 arrests were made by those taking part in the operation. Within the City, arrests were made for theft, attempted theft, shoplifting and drugs offences. City officers also seized 5 vehicles and issued 42 fixed penalty notices.

Target Performance

6. At the end of the first quarter, of the 18 policing plan targets, 10 had been achieved, (WHITE), 7 were on track to be met (GREEN) and 1 was graded (AMBER), being significantly behind target, but with the possibility the target might still be met by the end of the year.
7. At the end of June, the vast majority of targets were either being met or were on track to be met; all relevant details are contained in the Appendix to this report.
8. The only measure significantly awry is the target to increase the number of uninsured vehicles seized within the City. Fewer seizures were made during April, May and June, compared to the same time last year. An issue has been identified with the settings of the ANPR which has now been rectified. This means ANPR will now interact much more quickly with the "No Insurance" database to provide maximum support to the Force achieving this target in the future. The MIDAS database has been set to a

higher level to react more efficiently to those vehicles being driven without insurance. Additionally, the Uniform Policing Directorate, through its Roads Policing Unit, has been tasked to develop specific initiatives to increase the number of uninsured vehicles seized.

9. An additional factor in not meeting this target has been that an abnormally high number of vehicles were seized during June 2011. It is anticipated that as the technology changes take effect together with the specific targeted operations, this target will be met, hence its AMBER grading.

Conclusion

10. The Force has ended the first quarter presenting solid performance across the entire range of policing plan targets. However, it must be acknowledged there are considerable challenges ahead to maintain these levels, especially during the second quarter when the Force will be deploying significant levels of resources to support a safe Olympic and Paralympic Games.

Background Papers:

- **Appendix “A” Performance Summary**

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Appendix A: Performance against targets/measures in the Policing Plan 2012-15 for period 1st April 2012 – 30th June 2012.

WHITE	Target achieved	GREEN	Performance on track to achieve target by due date	AMBER	Progress against target is significantly behind schedule, but the target might still be achieved	RED	No progress on target or deadline/level has not been met
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Counter Terrorism

Protect the City of London from terrorism and extremism	
Measure	Traffic Light
1. To maintain at least 95% of our dedicated Ring of Steel patrols at a level commensurate with terrorist threat levels	ACHIEVED
Performance	Uniform Policing Directorate Requirement – 1434 hours per month. Actual hours engaged on Counter Terrorist specific duties – 4541 hours = 317% of requirement. Response & Wards are combined over the Olympic period. CT patrols are default patrols if not tasked via Patrol Planner or by Duty Officer

Measure		Traffic Light
2. By 31 st March, to have delivered a programme to improve the quality and coverage of engagement with Small and Medium Sized Enterprises.		GREEN
Performance	<p>CT has liaised with the Corporation re the list of SMEs maintained by them, and an email was sent to ask if they wanted to be part of the engagement initiative. By the end of the first quarter they had established links to 350 SMEs, and a series of personal briefings and engagement with SMEs had been undertaken by the CT section. A bespoke newsletter has been developed, the first edition was circulated to approximately 220 businesses in May (not exclusively SMEs). Unsolicited feedback, so far, has been positive.</p> <p>The third edition of the newsletter was circulated in July to an audience of approximately 370 businesses (not exclusively SMEs). A survey has been prepared, ready to be circulated in September which will assess engagement to date and also inform the Force of the preferred methods for future engagement. A video product to provide a briefing about hostile reconnaissance is being developed in close liaison with Corporate Communications.</p>	
Measure		Traffic Light
3. To ensure all relevant plans for development within the City of London are subject to consultation and scrutiny by the Counter Terrorism Architectural Liaison Team		ACHIEVED
Performance	<p>The Architectural Liaison Officer attends the monthly City of London Corporation Planning Meeting at which all new planning applications are discussed. Additionally the ALO receives a weekly email summarising all new applications, enabling early scrutiny of applications. In this quarter a total of 12 new applications have been received and consultation has taken place on every one of them.</p>	
Measure		Traffic Light
4. To ensure that at least 85% of people attending Project Griffin and/or Argus seminars consider the City of London Police is prepared and capable of dealing with a terrorist or major incident		ACHIEVED
Performance	<p>Between 1st April and the end of June 2012, the satisfaction levels of the 140 attendees responding has averaged 97.66%.</p>	

Protect the City of London and UK from Fraud		
Measure		Traffic Light
5. To disrupt at least 25% of Organised Crime Gangs who use fraud as a means of stealing from individuals, businesses and the public sector		GREEN
Performance	<p>A new local disruption measurement framework has been agreed and is in the process of being implemented. This is an interim process while the national OCG disruption guidelines are being developed.</p> <p>The force has a target to disrupt 24 OCGs in this financial year. Between April to June this year 6 OCGs were disrupted meaning that the target is being met.</p>	
Measure		Traffic Light
6. To improve the quality of fraud alerts shared with business and public sector organisations		GREEN
Current Position	<p>In the 1st Quarter, the NFIB issued 245 Alerts across a broad range of recipients in Law enforcement, Industry and members of the public. The main areas of dissemination were in Share Purchase Fraud and Credit Card Fraud, with other alerts relating to Advance Fee Fraud, Cheque Fraud, Telecommunications Fraud and On-line shopping Fraud.</p> <p>The NFIB feedback mechanism for Alerts has been reviewed and a new online survey function was introduced on 11/07/2012, replacing a pre-existing format. The purpose of the introduction of the online survey function is to increase the accessibility to stakeholders with the objective of removing unnecessary steps for completion. This process will be reviewed and streamlined where suitable.</p> <p>The future roll out of the online survey function will be introduced to the broader range of NFIB products as they are published, in order that all disseminations are included to capture feedback from stakeholders and product recipients.</p> <p>Due to there being no previous baseline figure to measure the quality of feedback for NFIB Alerts, the process will need to be conducted for a Quarter in order to establish a meaningful baseline.</p> <p>Quarterly reviews with key stakeholders and recipient will be introduced to establish more in-depth feedback.</p>	

Measure		Traffic Light
7. To ensure 85% or more people attending Fraud Academy Courses are very satisfied overall with the quality and content of the course attended		ACHIEVED
Performance	The Academy is currently performing at a level which exceeds the performance targets by 12%. There are no current threats, risks or outstanding actions from this period. The performance target will continue to be measured with every course delivered, however, with the Olympic period disrupting training delivery over Jul, Aug and early Sep regular, course delivery will not resume until Mid Sep. Targets will be measured against a reduced sample for this period	

Measure		Traffic Light
8. To participate in at least 95% of enforcement campaigns coordinated by the National Crime Agency's Economic Crime Operations Group		ACHIEVED
Performance	<p>During the reporting period there were 6 key economic crime campaign activity areas where there is active or proposed enforcement activity. ECD are participating in all areas, as detailed immediately below:</p> <ul style="list-style-type: none"> • A SOCA led operation which is the continuation of the ECD led operation set up to deal with improving intelligence relating to Eastern European criminality, specifically money laundering. ECD will be involved in any enforcement activity but no timeframe has been set. • An operation led by ECD, the NCA and Home Office into share purchase fraud, which now has a full establishment of resources and infrastructure. The Joint Investigation Team should be in place in early August and operational activity is scheduled for during September. • With regard to an investigation into investment fraud (pension liberation), ECD is performing a consultative role at this time while the operational phase continues to develop. ECD will be engaged in any enforcement action. • ECD continues to progress OCG mapping through the application of day-to-day enforcement action by the operational teams. At ECD Tasking, OCGs are an agenda item; updates and bids are now cross-referenced to OCGs to ensure deliverance, recognition and enforcement action. • ECD is engaged with the Intellectual Property group and while tactics are being developed, ECD is part of the multiagency approach. • ECD is engaged with SOCA, who are leading on an investigation into cyber crime focussing on online ticketing of large scale sporting events, to support future enforcement action. <p>Additionally, ECD are awaiting direction and tasking from DWP with regard to housing benefit fraud operations.</p>	

Respond effectively to public disorder	
Measure	Traffic Light
9. To maintain at least 95% of the number of trained and equipped officers required to meet the national requirements for public mobilisation and support the Olympic and Paralympics games	ACHIEVED
Performance	<p>The Force is required to have available for the national mobilisation 3 Police Support Units (Public Order Trained to level I or II i.e. Shield Trained). Each consisting of 1 Inspector, 3 Sergeants, 21 Constables (including 3 drivers). All supplied with full protective equipment and in protected carriers. Mobilisation can be on a regional or national basis. 100% of requests for resources have been met.</p> <p>Mobilisation in the past calendar year has been: (financial year's numbers in square brackets)</p> <p>On two occasions we supplied 3 PSUs – 28 February to remove the occupy camp and 6 June for the Economic Forum (and Tamil protest) [1]</p> <p>On six occasions we have supplied 2 PSUs [6]</p> <p>On twelve occasions we have supplied 1 PSU (not including the standing PSU supplied for the duration of the Olympic Games) [8].</p> <p>For the Olympics we provided a PSU on 24 occasions</p>

Measure	Traffic Light
<p>10. To ensure at least 85% of residents and businesses are satisfied with the information received in relation to large pre-planned events</p>	<p>ACHIEVED</p>
<p>Performance</p>	<p>The Following pre-planned events will be assessed within this measure: The Queens Diamond Jubilee/ The Olympics & Paralympics/ The Lord Mayors Show. During the first quarter, only the Queen's Diamond Jubilee event had taken place.</p> <p>The Queen's Diamond Jubilee City of London businesses and residents were surveyed to ascertain the level of satisfaction with Force communications relating to the Queen's Diamond Jubilee (QDJ) arrangements. Marketing company Vocal Ltd of Colchester was commissioned to distribute the surveys and compile the results. Vocal used Survey Monkey and distributed the surveys to CoLP Business and Residents email group addresses on 18th June.</p> <ul style="list-style-type: none"> • 37 responses were received from residents, with 34 completing the overall satisfaction question. • 181 responses were received from the business community, with 163 completing the overall satisfaction question. <p>The 2012/12 Policing Plan Targets To ensure that at least 85% of residents and businesses are satisfied with the information received in relation to large pre-planned events have been achieved:</p> <ul style="list-style-type: none"> • 95.1% (155 out of 163) of Business Community respondents answered very satisfied or satisfied to the question: "Overall, how satisfied were you with the information we sent you about the Queen's Diamond Jubilee celebrations?" • 91.2% (31 out of 34) of Resident respondents answered very satisfied or satisfied to the same question.

Reduce the levels of violent crime and theft	
Measure	Traffic Light
11. To reduce levels of victim based violent crime compared to 2011-12	
Performance	<p>Year to date target (not seasonally adjusted): 142 April-June 2012: 138 April-June 2011: 122</p> <p>16 more crimes have been recorded than were reported at the end of June 2011, but the figure of 142 is just within the year to date target. The monthly average number of crimes recorded between April and September 2011 was 44, compared to 51 for the October 2011 to March 2012 period, so statistically there is greater opportunity for reduction during the second half of the financial year.</p> <p>High visibility patrols to continue to be tasked to target hotspot locations. From 16th June 2012 until the commencement of the Olympic shift pattern, extra patrols consisting of 1 PS and 6 PCs targeted licensed premises on Friday and Saturday nights. Their aim was to prevent for disorder and gain intelligence to be fed back to Licensing to assist with the management of licensed premises and targeting of disorder.</p>
Measure	Traffic Light
12. To reduce levels of victim based theft compared to 2011-12	
Performance	<p>Year to date target (not seasonally adjusted): 1013 April-June 2012: 981 April-June 2011: 1213</p> <p>232 (19%) fewer victim based acquisitive crimes were recorded in quarter 1 compared to the same period last year. The reduction includes 31 fewer Theft of Motor Vehicles, 90 fewer Theft of Pedal Cycles and 73 fewer Theft from Shops and 41 fewer Theft Other.</p> <p>Crime Squad continue their covert patrols in hotspot areas focusing on licenses premises and cafes. In addition, details of the top 10 addresses being used by foreign nationals arrested by us are being collated in partnership with FIB in order to target and disrupt teams of thieves who frequent the City.</p> <p>A decoy cycle fitted with a tracking device is now being used. Crime Squad continues to monitor the Gumtree website to detect stolen cycles offered for sale. These are then followed up and the sellers arrested.</p> <p>A recent operation to target a known thief using a decoy laptop bag resulted in his arrest and him being remanded in custody.</p>

Roads Policing	
Measure	Traffic Light
13. To reduce the number of collisions resulting in injury compared to 2011-12.	GREEN
<p>Performance</p> <p>Year to date target (not seasonally adjusted): 106 April-June 2012: 104 collisions resulting in injury (as on CRS at 9/7/12). April-June 2011: 93.</p> <p>At the end of the first quarter, the Force was 12% higher than at the end of June 2011 but nevertheless just within year to date target to achieve and end of year reduction.</p> <p>RPU Analysis</p> <p>6 KSI = 2 pedestrians, 2 cyclists, motor cyclist, car passenger</p> <p>29 Slight = 6 pedestrians, 9 cyclists/ 3 motor cyclists, 6 car passengers, 5 PSV passengers</p> <p>The figure of 101 is an adjusted figure from CRS (showing 104) which does not affect the grading.</p> <p>Analysis for Level 1 Tasking identifies hot spot locations for preventative work and also causation factors. This enables resources to be deployed through the Level 1 tasking Patrol Planner. Operations and deployments are organised by the Safer Transport Operations Team and the Roads Policing Unit to undertake Operation Berwick (to reduce motorcycle collisions) and Operation Atrium.</p>	

Measure							Traffic Light		
14. To increase the number of uninsured vehicles seized compared to 2011-12							AMBER		
Performance	Baseline insurance seizures 2011/12: 333 (253 for no insurance and 80 for no insurance AND no driving licence), monthly average 27.75								
	Month	No Insurance	Both	Total	2012 Total	2011 Total			
	April	13	10	23	23	28			
	May	24	2	26	49	52			
June	21	6	27	76	98				
<p>The issue of ANPR settings in Control is being addressed to ensure that maximum use of the 'No Insurance' database is made to provide additional support to achieve this target. This will see the MIDAS database being set to a higher level more frequently to react to those vehicles being driven without insurance. Roads Policing has been tasked to develop initiatives to increase the number of uninsured vehicles seized.</p> <p>If seizures for driving other than in accordance with a licence are included the current figure is 103 compared with 137 for the same period last year. However there was an extremely high number of seizures last June (64).</p>									
Measure							Traffic Light		
15. To increase the number of cyclists referred to the Capital cycle Safe Scheme compared to 2011-12.							GREEN		
Performance	Month	Tickets issued 2011/2012	Course Completed 2011/2012	% completed 2011/2012	Profile	Tickets issued 2012/2013	Total	Course Completed 2012/2013	% completed 2012/2013
	April	16	13	81%	10.5	3	3	3	100%
	May	16	12	75%	21	33	36	18	54.5%
	June	9	2	22%	32	5	41	4	80%
<p>Operation Atrium (enforcement and educational Road Show) ran from 11th – 27th June inclusive.</p> <p>In addition to delivering training to other areas of the CoLP there has been a concentrated effort to increase the use of the scheme by officers. As a result the CCS scheme is increasingly used and has enabled a more concentrated effort on the use of the scheme to deliver the Force target of increasing the number of cyclists completing the online training. The completion figure for June will be adjusted in July to reflect notices currently pending completion.</p>									

Responding to the Community	
Measure	Traffic Light
16. To ensure at least 85% or more crime victims and those reporting antisocial behaviour satisfied with the way police handled their case (whole experience)	ACHIEVED
Performance	<p>Baseline Figures for whole of 2011/12:</p> <p>People reporting ASB: 92.3% satisfied Victims of Crime: 88% satisfied</p> <p>Q1 2012: Victims of crime: 87.9% satisfied. 153 out of 174 respondents expressed satisfaction with the service received. People reporting ASB: 94% satisfied. 47 out of 50 respondents expressed satisfaction with the service received</p>
Measure	Traffic Light
17. To ensure at least 80% of City street population surveyed who expressed a view consider the police in the City of London are doing a good or excellent job	ACHIEVED
Performance	88.2% (150 out of 170) respondents to the survey in Q1 expressed the view that police in the City of London do a good or excellent job
Measure	Traffic Light
18. To respond to at least 95% of 999 calls within 12 minutes	ACHIEVED
Performance	<p>Incidents attended by CoLP. April-June 2012: 625 out of 634 (98.6%).</p> <p>Incidents within CoL geographic policing area April-June 2012: 430 out of 441 incidents attended within 12 minutes (97.5%)</p>

Agenda Item 7

<p>Committee(s): Performance and Resource Management Sub-Committee</p> <p>Police Committee</p>	<p>Date(s): 5th September 2012</p> <p>14th September 2012</p>
<p>Subject: City of London Police: Risk Register update</p>	<p>Public</p>
<p>Report of: Commissioner of Police POL 54/12</p>	<p>For Information</p>
<p style="text-align: center;"><u>Summary</u></p> <p>At your July Committee, whilst considering the update report (Pol 42/12 refers) on the Strategic Risk Profile and in particular, Strategic Risk 04 (SR04) “ Loss of Economic Crime Lead Force”, Members raised concerns that the ‘Likelihood’ had been assessed as ‘High’and asked for an update on this position at your next Committee.</p> <p>On 8th August 2012 the latest meeting of the Risk Assurance Group was held. During this meeting Economic Crime raised SR 04 as a risk for discussion as they had assessed that the wording of the risk no longer reflected the current position the Force found itself in. A decision was taken to change the wording of SR 04 from Loss of Lead Force Status to “<i>Failing to deliver as Lead Force for Economic Crime</i>” to reflect the changing position of the City of London Police (CoLP) as lead Force.</p> <p>Since this meeting the risk has been re-evaluated with Economic Crime to give the following assessment based on the likely causes of the risks and the current controls in place.</p> <p>Impact: HIGH</p> <p>Likelihood: MEDIUM</p> <p>Traffic Light Colour: AMBER</p> <p>The amber position of this risk is reflected in the position of the controls currently in place and their level of maturity. The controls are detailed in Appendix A in the restricted section of the agenda.</p> <p>RECOMMENDATION</p> <p>It is recommended that Members note the content of this report.</p>	

Main Report

BACKGROUND

1. At your July Committee, whilst considering the update report (Pol 42/12 refers) on the Strategic Risk Profile and in particular, Strategic Risk 04 (SR04) “ Loss of Economic Crime Lead Force”, Members raised concerns that the Likelihood had been assessed as “High” and asked for an update on this position at your next Committee.
2. The Force Risk Assurance Group had discussed the Force risk profile every quarter since May 2011, with a total of six meetings having taken place to date.
3. Since May 2011 (Strategic Risk Register version 3.6) SR 04 has been scored with the Impact, Likelihood and Control Score assessments. This scoring has remained consistent throughout 2011/12 and the initial 2011/12 risk register reflected the same score assessment as the May 2011 register.

Impact: HIGH

Likelihood: HIGH

Control Score: 3

Risk Matrix Score: 27

Traffic Light Colour: AMBER

4. On 1st May 2012, the Force Risk Assurance Group assessed the risk profile for the 2012/13 Risk Register and at that time no amendments were made to SR 04, this position was reflected in the update provided to Committee for the July meeting. This position is always retrospective and does not always reflect the on-going work taken within Force to retain oversight of our risks.
5. On 28th June 2012, Economic Crime undertook a review of the position of SR 04 with the Force Risk Manager as part of the continual work to update the Risk Register, at this time new information was added to the register which resulted in the Likelihood Scoring of the risk being reduced to medium, taking into account changing circumstances around the Risk, the position of this risk at 28/06/12 was therefore as follows:

Impact: HIGH

Likelihood: MEDIUM

Control Score: 3

Risk Matrix Score: 18

Traffic Light Colour: AMBER

6. The risk continued to be reflected as AMBER due to the assessment criteria applied by the Force that takes into account the impact, likelihood and level of control in place. Any risk scoring 13 or more within the risk matrix is scored as AMBER. This position was not reflected in the last update submitted to your Committee on 13th July as the amendments were made after the submission dates for reports had passed.

CURRENT POSITION

7. On 8th August 2012 the latest meeting of the Risk Assurance Group was held. During this meeting Economic Crime raised SR 04 as a risk for discussion as they had assessed that the wording of the risk no longer reflected the current position the Force found itself in. A decision was taken (Ref: 080812- 01 to amend Force Risk Register to reflect new definition of SR 04.) to change the wording of SR 04 from Loss of Lead Force Status to "*Failing to deliver as Lead Force for Economic Crime*" to reflect the changing position of the CoLP as lead Force.
8. Since this meeting the risk has been re-evaluated with Economic Crime to give the following assessment based on the likely causes of the risks and the current controls in place.

Impact: HIGH

Likelihood: MEDIUM

Control Score: 3

Risk Matrix Score: 18

Traffic Light Colour: AMBER

9. The amber position of this risk is reflected in the position of the controls currently in place and their level of maturity. As the Force progresses through this year and more assurance is gained on the controls their scoring will be assessed and as this occurs this will be taken into account with the risk assessment and in the long run it is likely to bring the scoring of the risk within the Green criteria. The current controls for this risk are listed in restricted Appendix A attached to this report.

OTHER SIGNIFICANT IMPLICATIONS

10. Robust implementation of risk management will help to ensure that the Force continues to comply with all of its obligations, statutory and non-statutory.

CONCLUSION

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

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Committee(s): Police Performance and Resource Management Sub-Committee	Date(s): 5 th September 2012
Subject: HMIC Policing in Austerity: One year on	Public
Report of: Commissioner of Police POL 51/12	For Information
<u>Summary</u>	
<p>HMIC’s report, <i>Policing in Austerity: one year on</i> assesses the extent to which forces’ approaches to meeting funding challenges are on track, and the impact it is having on workforce profiles and services to the community. It is complemented by a second report which is specific to the City of London Police. This paper summarises the main points of both reports for your Sub Committee’s information.</p> <p><i>The financial challenge:</i> Forces have to save a total of £2.4bn by March 2015. An assessment of forces’ plans reveals that there might still be a £302m deficit at the end of the current CSR period. The City of London Police have to save £17m and does not anticipate there being any residual deficit.</p> <p><i>How forces are making savings:</i> The majority of savings are being made by reducing staff numbers. Nationally, the number of posts will be reduced by 32,400 (of which 15,000 are expected to be officers), producing £1.3bn in savings.</p> <p><i>Effect on the front line:</i> Nationally, forces expect to reduce frontline workforce numbers by 6% (8,100 posts) and non-frontline workforce numbers by 33% (20,300 posts). The City of London Police estimates that 67% of the total workforce will be working on frontline duties by 2015 (which is the same as currently) compared to 74% nationally.</p> <p><i>Impact on service to the public:</i> HMIC has found little evidence of any adverse impact on response rates, crime levels or victim satisfaction levels. Generally crime levels have continued to fall and satisfaction levels remain high, both nationally and for the City of London Police. HMIC did find that the City of London Police’s officers in visible roles at 52% is below the national average of 60%, but this is due to the high proportion of officers in ECD and specialist posts which are not classed as ‘Frontline’ under the HMIC definitions.</p>	

Transforming efficiency:

Forces' approaches to transforming efficiency range from short-term, quick win transactional savings to long term, transformational change programmes. The City of London Police's approach, through its City First Programme falls into the latter category, which is favoured by HMIC.

The City of London Police does not fall into any of the key risk areas identified in the reports.

Recommendation

Members are asked to note the content of this report.

Main Report

Background

1. On the 2nd July 2012 HMIC published a detailed national thematic report titled "Policing in Austerity: One year on". It is in effect the follow up report to the "Valuing the Police" inspections and report that was published in July 2011. The report collates the findings from all 43 forces to present an assessment of the extent to which forces' profiles are changing as they adapt to delivering services with fewer resources. It also examines the extent to which forces' plans to bridge the funding gap are on track to deliver balanced budgets by the end of the current spending review period 2011/12 – 2014/15.
2. The national report is complemented by the much shorter report that is bespoke to the City of London Police.

Current Position

3. The *Policing in Austerity: One year on* report is structured around five principal headings:
 - (i) The financial challenge;
 - (ii) How forces are making savings;
 - (iii) Effect on the front line;
 - (iv) Impact on service to the public;
 - (v) Transforming efficiency.

4. The key findings of the report are that nationally:
 - (i) Forces are balancing their books by cutting their workforce and reducing spending on goods and services
 - (ii) The front line is being protected but not necessarily preserved;
 - (iii) The nature of the front line is changing;
 - (iv) Service to the public has largely been maintained; but
 - (v) There are concerns around sustainability.

The financial challenge

5. Members will be well aware of the budget challenges facing forces, and in particular the City of London Police. HMIC found that by the end of year one, forces needed to save £768m, rising to a total of £2.4bn by the end of 2014/15.
6. The City of London Police has to save £17m by the end of the current CSR period. HMIC notes that whilst the Force has the lowest annual budget of any Home Office police force, the percentage reduction it has to make is amongst the largest of any force. The Force's unique funding is also highlighted, noting that the range of funding sources is wider than any other force, and is subject to change, adding a level of complexity to financial planning that is not present for most other forces.
7. Members will be aware from previous reports on the City First Change Programme that the Force is on track to deliver its structural changes and efficiency savings. HMIC also notes the Force's detailed plans to meet the budget challenge in full by the due date, which is not the case for all forces. Information supplied to HMIC suggests that by the end of the 2014/15, even after the use of reserves, there will still be a £302m gap nationally. However, of that amount, £233m is the MPS's shortfall, and which at the time the national report was developed there were no plans in place to resolve. If the MPS's funding deficit is taken out of the equation, then HMIC consider forces will have identified 96% of the necessary savings.

How forces are making savings

8. The principal method used by forces to make the necessary savings is by reductions to officer and staff numbers. This is not unsurprising given that some 81% of force budgets is allocated to pay; however, it does raise questions about the future sustainability of some forces' plans.
9. Nationally, forces plan to save a total £1.5bn by March 2015 through reducing their workforce by 13%, equivalent to 32,400 posts, of which

around 15,000 are expected to be police officers. These figures have to be treated with caution as the unidentified savings referred to in paragraph 7 could mean the larger reduction to the number of posts.

10. Around 20% of savings nationally are expected to come from IT, facilities management, uniform and equipment. However, that is not a standard amount across all forces; the variation ranges from 8% to over 50%, with at least two forces not planning to make any non-pay savings. The City of London Police estimates its non-pay savings to be in the region of 5% by 2015, although it is based on a number of variable factors, which could result in that figure fluctuating slightly.
11. Within the City of London Police, the following changes are planned*:

	31.03.2010 (actual)	Planned change to 31.03.2015	% change in City of London	% change nationally
Officers	850	-140	-16%	-10%
PCSOs	50	-34	-68%	-10%
Police staff	310	-20	-6%	-19%

* Figures shown here were as supplied to HMIC in May 2012. These have been subject to change since this time as the proposed model has evolved.

This is in line with the implementation of the City First policing model.

12. HMIC notes that the new policing model will bring improvements to efficiency and effectiveness across a range of functions. It also notes that the Force is exploring opportunities to collaborate with the British Transport Police (BTP) and the Metropolitan Police (MPS) in addition to maximising the use of staff and other resources with the City of London Corporation. A report on collaboration was submitted to your Committee at your meeting in July 2012.

Effect on the front line

13. For the purposes of these reports, HMIC has defined front line as “*those who are in everyday contact with the public and who directly intervene to keep people safe and enforce the law*”. On average, forces plan to reduce frontline workforce numbers by 6% (8,100 posts) and non-frontline workforce numbers by 33% (20,300 posts). This should have the effect of increasing the total number of staff in frontline posts by around 7 percentage points. Over the same period, forces plan to cut frontline officer numbers by 6% and non-frontline officer numbers by 42%. The net effect will be for forces to move from having around two thirds of their workforce

on frontline duties to around three quarters, even though the frontline workforce will be shrinking by 6%.

14. Within the City of London Police, the Force estimates that 67% of the *total workforce* will be working on frontline duties by 2015 (which is the same as currently) compared to 74% nationally. The Force will increase the number of *officers* on the frontline duties by 3 percentage points to 82%, although this is still below the national figure, which is expected to be 89%.

Impact on service to the public

15. HMIC found that despite the changes to forces' structures and numbers to date, there has been little discernible impact on service to the public. Victim satisfaction levels have generally increased; in the City of London it was assessed as being 86% overall, slightly above the national average of 83.9%. Crime levels also reduced nationally. Interestingly, the City of London Police specific report cites a 1% increase in crime levels, although that is purely due to the point in time the comparison was made. As Members will know, the Force has actually achieved 10 consecutive years of sustained crime reduction.
16. The report finds that within the City of London Police, 52% of police officers and PCSOs are allocated to visible roles (those responding to 999 calls, patrolling neighbourhoods or attending road traffic accidents). This is below the national average, which is 60%. The principal reason for this difference is the high proportion of officers who are in specialist posts, such as economic crime, and who do not fall within the above definition of visible officers. There is no evidence that Force response rates suffer as a result of this disparity, and as already mentioned, victim satisfaction levels remain high.

Transforming efficiency

17. HMIC identified that forces' approaches to this, like most other things, is varied. Many have focussed on 'quick win' transactional savings, with limited elements of strategic realignment. Some forces (which includes the City of London Police) have implemented a structured transformational change programme, which although takes longer to achieve, is more sustainable in the long term.
18. Nationally it is the back office that is experiencing the largest reductions in posts with the one third that constitutes the non-frontline bearing three quarters of the overall workforce reductions. Not unsurprisingly, it is also within this context that HMIC found most evidence of transformational

change. Shared services, especially in finance and HR, are the most popular savings, although procurement is also proving a good source for savings.

19. Partnering and collaboration are also being used by forces in a range of innovative ways, with outsourcing attracting most attention from HMIC, especially in Lincolnshire, Surrey and the West Midlands.
20. As observed, the City of London Police is currently engaged in exploring collaboration options with the BTP and MPS, together with shared service options with the City of London Corporation. Members will also be aware from updates of the implementation of City First that the Force is on track to realise its savings and more fundamental structural changes.

Concerns and risks

21. The report highlights three key risks from force returns. They are:
 - Forces that do not have plans to cover the full term of the CSR or an over-reliance on use of reserves (impacting on sustainability);
 - Forces that are due to make a larger than average staff reduction or will continue to have a significantly high number of officers in non-frontline roles (also impacting on sustainability); and
 - Forces that are not reducing crime to the same extent as the national average and where public satisfaction is not as high as the national average.
22. The report cites three forces, which based on the above risks are causing multiple concerns around the position they are in and the robustness of their plans to deal with the challenges. Those forces are the MPS (particularly because of the size of the funding deficit), Lincolnshire Police and Devon and Cornwall Police.

Conclusion

23. HMIC's report updates the national picture on forces' various approaches to meeting the CSR budget challenge and progress to date with those plans. It concludes that to date there is little impact on services delivered to the community or on crime levels. However, it is clear that HMIC does have some concerns about the sustainability of some forces' approaches to the challenges, and to the residual funding deficit some forces expect.
24. The City of London Police's approach to the challenge, from the beginning, has been a long term, sustainable transformational change programme. This approach continues to find favour with HMIC and, following significant levels of scrutiny by HMIC, the Force's plans have been held to be robust.

Background Papers:

Policing in Austerity: One year on (National Report)

Policing in Austerity: One year on (City of London Police report).

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Agenda Item 12

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Agenda Item 13

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