



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

**Date:** THURSDAY, 30 NOVEMBER 2017  
**Time:** 11.30 am  
**Venue:** COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

**Members:** Deputy James Thomson (Chairman)  
Deputy Douglas Barrow (Ex-Officio Member)  
Nicholas Bensted-Smith  
Tijs Broeke  
Alderman Alison Gowman  
Kenneth Ludlam (External Member)  
Lucy Sandford (External Member)  
Deputy Keith Bottomley  
Caroline Mawhood (External Member)

**Enquiries:** George Fraser  
tel. no.: 020 7332 1174  
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**Lunch will be served in Guildhall Club at 1PM**  
**NB: Part of this meeting could be the subject of audio or video recording**

**John Barradell**  
Town Clerk and Chief Executive

# AGENDA

## Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**  
To agree the public minutes of the meeting held on 26 September 2017.  

**For Decision**  
(Pages 1 - 8)
4. **OUTSTANDING REFERENCES**  
Report of the Town Clerk  

**For Decision**  
(Pages 9 - 14)
5. **INTERNAL AUDIT UPDATE REPORT**  
Report of the Chamberlain  

**For Information**  
(Pages 15 - 28)
6. **Q2 PERFORMANCE VS MEASURES SET OUT IN THE POLICING PLAN 2017-20**  
Report of the Commissioner of Police  

**For Information**  
(Pages 29 - 52)
7. **HMICFRS INSPECTION UPDATE**  
Report of the Commissioner of Police  

**For Information**  
(Pages 53 - 88)
8. **HUMAN RESOURCES MONITORING INFORMATION (1ST APRIL 2017 - 30TH SEPTEMBER 2017)**  
Report of the Commissioner of Police  

**For Information**  
(Pages 89 - 100)
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. **ONE SAFE CITY UPDATE [POLICE REPORT - SEPTEMBER 2017]**

Report of the Commissioner of Police

**For Information**  
(Pages 101 - 106)

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

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

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**PERFORMANCE AND RESOURCE MANAGEMENT SUB (POLICE) COMMITTEE**

**Tuesday, 26 September 2017**

**Minutes of the meeting of the Performance and Resource Management Sub (Police) Committee held at the Guildhall EC2 at 1.45 pm**

**Present**

**Members:**

Deputy James Thomson (Chairman)	Kenneth Ludlam (Audit & Risk)(External)
Nicholas Bensted-Smith	Caroline Mawhood (Audit & Risk)(External)
Tijs Broeke (Common Council)	Lucy Sandford (External)

**Officers:**

Neil Davies	-	Town Clerk's Department
George Fraser	-	Town Clerk's Department
John Galvin	-	Town Clerk's Department
Alex Orme	-	Town Clerk's Department
Jeremy Mullins	-	Chamberlain
Alistair Sutherland	-	Assistant Commissioner, CoLP
Paul Adams	-	CoLP
Stuart Phoenix	-	Head of Strategic Development, CoLP
Andrew Ricketts	-	CoLP
Hayley Williams	-	CoLP

**1. APOLOGIES**

Apologies were received from Deputy Doug Barrow, Deputy Keith Bottomley and Alderman Alison Gowman.

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

There were no declarations.

**3. MINUTES**

The Sub-Committee considered the minutes from last meeting, held on 30 May 2017.

**Item 5 – Outstanding References**

The lead member for anti-social behaviour (ASB) explained that she was still in the process of looking into the improved presentation of ASB data to aid Members' understanding. (1)

**Item 7 – HMIC Update Report**

The Chairman requested that a standing item for information be added to future agendas providing an update to Members on the progress relating to the Deloitte review. (2) The Assistant Commissioner explained that reassurance

was given by the STRA report that 12 “quick wins” could be achieved with no extra resource requirements.

**Item 10 – Internal Audit Update Report**

It was agreed that a Project Management audit report, as mentioned at the last meeting, should be submitted to the next meeting of the Sub-Committee. (3)

**RESOVLED** – That the minutes be approved.

4. **OUTSTANDING REFERENCES**

The Sub-Committee received a report of the Town Clerk that summarised the outstanding actions from previous meetings.

**OR3 – Guidelines to ASB Data**

It was agreed that this item was still outstanding

**OR6 – Licensee Responsibility for CCTV**

The Chairman explained that the comments about the Licensing Committee not being supportive were surprising. The Assistant Commissioner stated that he was also surprised by this, and agreed to follow it up.

**OR8 – Forecasting Status Changes**

The Chairman requested that this item remain “Ongoing”.

a) **Briefing Note - OR 9 - CoLP Policy Oversight Annual Update 2016-2017**

**OR9 – Newly RED Status Indicator**

The Chairman requested that dates be added for closedown of items within the table. The assistant Commissioner explained that there would be specific dates for Health & Safety and Force Vetting, and agreed to include confirmed closedown dates by the next meeting.

b) **Briefing Note - OR 10, OR 12 - Performance Against Measures**

A Member welcomed this report, but stated his disappointment that it had taken so long to arrive. He noted that they seemed to be carrying out less surveys. The Assistant Commissioner explained that they had experienced survey fatigue, and were considering commissioning an external party to carry out surveys. He explained that Corporate Communications would deliver the next survey in November 2017. A Member stated that the issue was not whether or not an internal or external provider would deliver the survey, but rather to identify the correct area to survey. The Assistant Commissioner explained that this was the aim, and identifying the correct area to survey would be the task of Corporate Communications.

A Member explained that the method of survey carried out was crucial, and getting business Members to respond can be very hard. The Assistant Commissioner agreed and explained that perhaps a narrower target audience would be more effective. The Member explained that having targeted

questions would make respondents more likely to engage. The Chairman requested clarification on the dates of surveys. The Assistant Commissioner explained that this could be confirmed at the next meeting. (4)

**RESOLVED** – That the report be received.

5. **INTERNAL AUDIT UPDATE REPORT**

The Sub-Committee received a report of the Chamberlain providing Members with an update on the work of the Internal Audit that has been undertaken by the CoLP since the last report in May 2017.

The Chairman noted that there seemed to be slippage, and that a number of reports appeared to be 6 months out of date. The Chairman asked for an update on this. The Chamberlain explained that these outstanding reports are at the stage in which they have yielded some conclusions, but are awaiting discussion with the Commissioner before they can be finalised.

The Chairman asked if those marked as RED would have responses confirmed and the recommendations followed up. A Member stated that RED/AMBER statuses do not provide a tangible feel for the true status, and suggested that increased background information and context would be useful. The Chamberlain explained that all those marked as completed, had indeed been provided with background information at previous meetings.

In reference to paragraph 9, a Member asked for an update on why no security patches had been installed since 2015. The Chamberlain explained that they were working with the IT department on wide ranging issues with the transformation programme, within which this was included. He explained that old patches do not apply to new technological systems. He explained that Audit & Risk had just released a report on IT transformation developments. The Chamberlain suggested that this be circulated to Members. (5) The Chairman showed his concern over the length of time the It project had been deferred for.

The Chairman asked that all the outstanding reports be completed. (6) The Chamberlain explained that many of the reports were essentially complete, though were awaiting completion of testing with Town Clerk's department. He explained that there was a fear of providing inaccurate recommendations if this was not done.

A Member suggested that it might be useful to provide a comment on why/who decided that the reports should be deferred. The Chamberlain explained that in the case of Action Fraud, they were awaiting the Interim Service. The Chairman requested confirmation that discussion would take place at the end of December 2017, when the interim service ends. The Chamberlain confirmed that this was the case.

The Chamberlain explained that the definition of Project v Programme was crucial due to the definition of costs. He explained that a Programme was very hard to allocate budgets at high levels. The Chairman requested that the

Chamberlain enter discussion with the Commissioner before updating the report. He emphasised that it would be very beneficial to the broader agenda. The Chamberlain confirmed that this would be available at the next meeting. (7)

The Chairman noted an error within the table of the report where the total red column was populated by “Green” and “Amber”, rather than digits. The Chamberlain confirmed that in both cases, the table should read “0”.

**RESOLVED** – That the report be received.

**6. HMICFRS INSPECTION UPDATE**

The Sub-Committee received a report of the Commissioner of Police that provided Members with an update on the HMICFRS Inspection.

The Assistant Commissioner explained that good progress had been made, with 16+ new areas marked as GREEN, and 10 left as RED.

The Assistant Commissioner explained that the HMIC had extended its remit to include inspections of fire and rescue services in England, leading to its new title of HMICFRS. He explained that no reports in the last period had been published on the CoLP.

The Assistant commissioner explained that an inspection on “effectiveness” was upcoming and would last for 3 days.

The Assistant Commissioner explained that many of the indicators were essentially ready to move to GREEN status. The Chairman requested that closedown timelines are included for all open indicators. (8)

The Chairman asked for information on the approach taken by HMICFRS towards inspections. The Head of Strategic Development explained that they were moving towards basing them on “Force Management Statements”, with the launch of requirements taking place on Monday 2 October. The HMICFRS would look at crime data before making a decision on which areas to inspect. He explained that the CoLP were in a strong position due to the STRA process. He explained that there would continue to be thematic inspections alongside one-off inspections.

A Member asked about the status of Stop and Search data. The Assistant Commissioner credited the team for their improvements to management of systems for Stop & Search data.

A Member asked about the status of the Deloitte review of workforce, which was marked as RED under an area for improvement within the report. The Assistant commissioner explained that this was imminently about to move into GREEN status. He explained that Officer Skills and Training Database systems were due to go live in October 2017.

The Chairman asked for confirmation of what was meant by “internal deadline”. The Assistant Commissioner explained that this was used in cases where

HMICFRS did not provide their own deadline. The Chairman asked for confirmation that this meant there had not been deadlines missed or postponed, and the Assistant Commissioner confirmed this, citing the use of RED status.

The Chairman asked if specific dates would be more appropriate than marking as “immediate”. A Member asked if this meant that the work had not been done. The Head of Strategic Development explained that these were used in cases in which disclosure issues exist, leading to reviews in these areas (regardless of the issues not being those of CoLP).

The Chairman asked for confirmation that Stop and Search indicators would move from RED to GREEN with the introduction of “Niche” in November 2017. The Assistant Commissioner confirmed that this was the case.

The Chairman asked for confirmation of when the Police Legitimacy indicators currently marked as RED would move to GREEN. The Assistant Commissioner explained that both of these are expected to move to GREEN in December 2017.

The Chairman asked for timeframes on the tri-service review of the joint emergency services interoperability principles indicators moving to GREEN. The Assistant Commissioner explained that multiagency programmes such as these pose significant challenges with regards to connecting timelines, and as a result it would be very difficult to predict future dates of completion. The Chairman noted that therefore not all statuses were ready to go GREEN. The Assistant Commissioner explained that this was the case only due to reliance on other forces to coordinate. The Head of Strategic development explained that the CoLP’s regime is limited by the calendar of integration with 3 other forces and how they are able to feed back.

A Member illustrated their concern at the comments made regarding Organised Crime under the Police Effectiveness section. The Assistant Commissioner explained that a significant amount of work had been done alongside the Metropolitan Police Service to map this out. He explained that improvements had been made over the last 6-9 months, and that a large proportion of the issues were related to decisions around funding. He explained that these issues were prevalent nationally. The Commissioner explained that this was a new area of focus for CoLP, and that it was linked to the London model. He confirmed that there had not been any indication to alert CoLP of dangers based on the 2016 reviews. The Chairman asked that REDs included more detailed comments for Members in future.

**RESOLVED** – That the report be received.

**7. 1ST QUARTER PERFORMANCE AGAINST MEASURES SET OUT IN THE POLICING PLAN 2017-20**

The Sub-Committee received a report of the Commissioner of Police that summarised performance against measures in the Policing Plan 2017-20 for the period 1 April 2017 to 30 June 2017.

The Assistant Commissioner explained that there had been a regrettable rise in victim-based crime, in correlation with national figures. He explained that there was a focus particularly on vulnerability.

The Assistant Commissioner asked Members to note the allocation of resources to terror attacks in Manchester and London.

A Member asked why there had been increases in 3 crime areas, and the Assistant Commissioner explained that a threat matrix was responsible for allocation of resources. With the current threat level unlikely to go down soon, there is a need to adapt.

A Member asked if more people would be encouraged to commit crimes based on increased success. The Assistant Commissioner explained that repeat offenders sometimes persist for as long as 20 years in some of these crime areas, and that a small number of offenders were responsible for a large volume of crimes. The Assistant Commissioner explained that there are an increased number of CID officers on the street in uniforms, with the idea that prevention can replace investigation in many cases.

A Member asked if the focus had changed since the last Operation Mass event. The Assistant Commissioner agreed to follow this up to confirm. (9)

The Chairman asked for data surrounding “capability” and “impact” to be sourced, as both were highlighted within the report summary. (10)

The Assistant Commissioner explained that Moped crime was popular as it was both lucrative and provided means for easy escape from the scene. He also explained that, similar to acid attacks, the crime was part of a trend. He explained that the offenders were generally not residents of the City of London, so the challenge was in keeping them out.

The Assistant Commissioner suggested that perhaps it would be beneficial to invest in the reporting of Counter-Terrorism, rather than in uniformed policing.

The Chairman noted that the table illustrating Cyber Crime NFIB referrals was incomplete. A Member asked for confirmation of what NFIB referrals were, and requested that they review which/how data is presented to the Sub-committee, as in many cases it was unclear. (11)

A Member noted that “None of the above” was the most common code, referring to 15 reports. Members agreed that this was not useful.

A Member asked for clarification on whether 75% was a positive figure for satisfaction of ECD service. The Assistant commissioner explained that the majority of fraud offences don’t result in a challenge, and rather they contributed data to the bigger picture. He explained that they focused more on victim-care with additional investment now. There has been a lot of work

outsourced to multiple external agencies, and therefore quality control is difficult.

The Assistant Commissioner suggested that the T/Commander of Economic Crime attend the following meeting in order to explain further. (12)

A Member asked for clarification on what a “binary option” was. The Chairman stated that details such as these should be provided within reports to aid Members, as mentioned previously.

The Assistant Commissioner explained that the nature of Vulnerability meant that there was less resources on the street, and thus was a growing issue. A Member asked where these resources were being allocated. The Assistant Commissioner explained that there was a wide catchment, including begging, mental health issues and domestic problems.

In reference to the graph illustrating the Number of Victim-Based Violent Crimes per Month, the Chairman asked for confirmation that there were seasonal patterns. The Assistant Commissioner confirmed that this was the case.

A Member asked about the traffic management of Bank junction in relation to cyclists, considering recent incident in which a cyclist killed a pedestrian. The Assistant Commissioner explained that there was not as much policing of cyclists as desired, however, the CoLP was working in cooperation with the Road Danger Reduction Plan. A Member noted the large volume of cyclists, citing this as a cause for consideration. The Assistant Commissioner explained that it had been challenging to maintain management in line with the significant influx of cyclists since the London 2012 Olympics. He explained that only those cyclists whose actions warrant criminal investigations can be addressed by the CoLP. A Member noted that the perception of cyclists as irresponsible was increasing, and efforts needed to be made to raise awareness of the efforts that have been undertaken to address the issue.

The Chairman asked what was meant by a “Layering Approach”. The Assistant Commissioner explained that this meant using various operations/crimes to build a wider view of a suspect or offender.

In reference to Public Order and Protective Security, the Assistant Commissioner explained that HR was due to look at public order training. He explained that there was a consideration of an incentivisation payment as a result of reduced interest in the training.

A Member asked if the CoLP charge for specific events such as Marathons taking place within the City boundaries. The Assistant Commissioner explained that there was some cost recovery, but this was a contentious issue. The Chairman asked if protests were included in these statistics, and upon the Assistant Commissioner’s confirmation that they were not, requested these be produced for the next meeting. (13)

A Member explained that they had been made aware that arrests had dropped by 55% nationally since 2008, and asked for confirmation that this was correct. The Assistant Commissioner stated that he could not confirm that this statistic was correct, but explained that the grounds for arrest had been tightened, with notices being increasingly supplied in their place on the street.

**RESOLVED** – That the report be received.

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

There were no questions.

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

There was no further 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 1 of the Schedule 12A of the Local Government Act.

11. **NON-PUBLIC MINUTES**

The Sub-Committee considered the non-public minutes from the last meeting, held on 30 May 2017.

Members requested that the One Safe City update report due to be submitted to the next meeting of the Police Committee, be submitted to the next meeting of the Performance and Resource Management Sub-Committee, on 30 November 2017. (14)

**RESOLVED** – That the non-public minutes be approved.

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 was no further non-public business.

**The meeting closed at 3.25 pm**

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Chairman

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**PERFORMANCE AND RESOURCE MANAGEMENT SUB (POLICE) COMMITTEE**

**30 NOVEMBER 2017**

**OUTSTANDING REFERENCES**

No.	Meeting Date & Reference	Action	Owner	Status
1.	<p><b>26/09/17</b> Item 3 - <i>Minutes</i></p> <p>Guidelines of ASB data</p>	<p>A Member agreed to look into the guidelines surrounding ASB data (personal, nuisance and environmental) to see whether the data could be made more user-friendly and useful.</p> <p><b>UPDATE:</b> Paul Adams and Lucy Sandford have liaised and the data has been presented for Members information and interest in the Appendix to the Performance-v- Measures report based on the work Lucy has completed with the Senior Intelligence analyst in FIB, to collect ASB data for Members interest. Request this OR now be shown as complete.</p>	Lucy Sandford	<p><b>PENDING COMPLETE</b></p> <p><b>– ON THE AGENDA</b></p>
2.	<p><b>26/09/17</b> Item 3 - <i>Minutes</i></p> <p>Deloitte Review Standing Item</p>	<p>The Chairman requested that a standing item for information be added to future agendas providing an update to Members on the progress relating to the Deloitte review outcomes.</p> <p><b>UPDATE:</b> The Force is in the process of recruiting initial resources for the Transformation Team. This OR will remain outstanding until a Programme Manager is appointed to the Transformation Team who will, as part of their role provide the relevant written progress updates to various Committees.</p>	CoLP	<p><b>OUTSTANDING –</b></p> <p><b>UPDATE 17/11/17</b></p>

3.	<b>26/09/17</b> Item 3 - <i>Minutes</i>  Project Management Audit Report	It was agreed that an update on the Project Management internal audit report, as mentioned at the last meeting, should be submitted to the next meeting of the Sub-Committee as part of the standing internal audit update.	Chamberlain	<b>PENDING COMPLETE</b>  <b>- ON THE AGENDA</b>
4.	<b>26/09/17</b> Item 4b - <i>Outstanding References, Performance against measures</i>  Survey dates	The Chairman requested clarification on the dates of surveys. The Assistant Commissioner explained that this could be confirmed at the next meeting.  <b>UPDATE:</b> The Customer Survey ran for 3 weeks from the 24th October 2017- 14th November 2017 on all digital media. As of 9 <sup>th</sup> November there have been over 500 respondents. Request this OR now be shown as complete.	CoLP	<b>PENDING COMPLETE</b>  <b>- UPDATE 17/11/17</b>
5.	<b>26/09/17</b> Item 5 - <i>Internal Audit Update Report</i>  IT Transformation Report	The Chamberlain explained that Audit & Risk had just released a report on IT transformation developments. The Chamberlain suggested that this be circulated to Members.	Chamberlain	<b>OUTSTANDING</b>
6.	<b>26/09/17</b> Item 5 - <i>Internal Audit Update Report</i>  Outstanding Reports	The Chairman asked that all outstanding reports be completed.	Chamberlain	<b>COMPLETE</b>

7.	<p><b>26/09/17</b> Item 5 - <i>Internal Audit Update Report</i></p> <p>Internal Audit Plan Report</p>	<p>The Chamberlain explained that the definition of Project v Programme was crucial due to the definition of costs. He explained that a Programme was very hard to allocate budgets at high levels. The Chairman requested that the Chamberlain enter discussion with the Commissioner before updating the report. He emphasised that it would be very beneficial to the broader agenda. The Chamberlain confirmed that this would be available at the next meeting.</p>	Chamberlain/ CoLP	<b>OUTSTANDING</b>
8.	<p><b>26/09/17</b> Item 6 - <i>HMICFRS Inspection Update</i></p> <p>HMICFRS Inspection Update Appendix</p> <p><b>30/05/17</b> Item 7 - <i>HMIC Update Report</i></p> <p>Forecasting status changes</p>	<p>The Chairman requested that closedown timelines are included for all open recommendations, even if these were estimates. The Force provided forecast dates where it was feasible to do so for those areas where status was shown as 'RED' and overdue. The Chairman requested that this item remain "Ongoing".</p> <p><b>UPDATE:</b> Revised forecast dates/ closedown timelines have been included for all 'RED' recommendations as requested. This will be done as a matter of course for all future HMICFRS updates to future Sub Committees. Request this OR now be 'closed'.</p>	CoLP	<b>PENDING COMPLETE</b>  <b>- UPDATE 17/11/17</b>
9.	<p><b>26/09/17</b> Item 7 - <i>1st Quarter Performance Against Measures Set Out in the Policing Plan 2017-20</i></p> <p>Operation Mass</p>	<p>A Member asked if the focus had changed since the last Operation Mass event. It was noted that each Operation Mass focused on a different 'theme'. The Assistant Commissioner agreed to follow this up to confirm what the theme for the next planned Operation Mass was.</p> <p><b>UPDATE:</b> An OP Mass on Investment Fraud ran on the 17th October. The next Op Mass is due to run on 13th December and the theme will be to support the CoLP Christmas Campaign. This normally focuses on Night time economy related violence and ASB and Fraud/ cyber related crime prevention. Request this OR now be shown as complete.</p>	CoLP	<b>PENDING COMPLETE</b>  <b>- UPDATE 17/11/17</b>

10.	<b>26/09/17</b> Item 7 - <i>1st Quarter Performance Against Measures Set Out in the Policing Plan 2017-20</i>  Report Summary	The Chairman asked for a column on "impact" to be included in the report summary in future.  <b>UPDATE:</b> The Force met with the Chairman on 10th November to discuss a new format for the Performance report going forward. A Direction of travel column has been added to the summary table as requested by the Chairman at that meeting.	CoLP	<b>PENDING COMPLETE</b>  <b>- UPDATE 17/11/17</b>
11.	<b>26/09/17</b> Item 7 - <i>1st Quarter Performance Against Measures Set Out in the Policing Plan 2017-20</i>  Review Data Presentation	It was agreed that the Force would look at how ALL the data had been presented in the Appendix to try and improve this (after a number of comments that it was unclear/ unhelpful).  <b>UPDATE:</b> The Force met with the Chairman on the 10th November to discuss this and has worked with the Chairman and relevant officers from the Town Clerks dept. to re-format the appendix for the Performance vs Measures report to make it more focused. Any further feedback from members and officers welcome.	CoLP	<b>ONGOING –</b>  <b>UPDATE 17/11/17</b>
12.	<b>26/09/17</b> Item 7 - <i>1st Quarter Performance Against Measures Set Out in the Policing Plan 2017-20</i>  Commander or rep of Economic Crime to attend meeting	The Assistant Commissioner suggested that the T/Commander of Economic Crime or their representative attend the following meeting in order to take questions on the economic crime measures.  <b>UPDATE:</b> T/DCI John Munton will attend on behalf of the Cdr Economic Crime to address any questions relating to the Economic Crime measure. Request this OR be shown as complete.	CoLP	<b>COMPLETE</b>

13.	<p><b>26/09/17</b> Item 7 - <i>1st Quarter Performance Against Measures Set Out in the Policing Plan 2017-20</i></p> <p>Protest Statistics</p>	<p>The Chairman asked if protests were included in these statistics, and upon the Assistant Commissioner's confirmation that they were not, requested these be produced for the next meeting.</p> <p><b>UPDATE:</b> The protest (demonstration) figures have now been included in the Performance Appendix under Measure 8 and will continue to be included going forward. Request this OR now be shown as complete.</p>	CoLP	<p><b>PENDING COMPLETE</b>  <b>- ON THE AGENDA</b></p>
14.	<p><b>26/09/17</b> Item 7 - <i>Non-Public Minutes</i></p> <p>One Safe City Update Report from Police Committee</p>	<p>Members requested that the One Safe City (now Secure City) update report that was submitted to the September meeting of the Police Committee, be submitted to the next meeting of the Performance and Resource Management Sub-Committee, on 30 November 2017.</p>	CoLP	<p><b>PENDING COMPLETE</b>  <b>- ON THE AGENDA</b></p>
15.	<p><b>30/05/17</b> Item 6 - <i>4th Quarter Performance Against Measures set out in the Policing Plan 2016-19</i></p> <p>Licensee responsibility for CCTV.</p>	<p>A Member suggested that appropriate levels of CCTV should be taken into consideration when granting licences for new premises in the City of London.</p> <p><b>UPDATE:</b> T/Supt Hector McKoy and David Macintosh from CoL attended the pre-brief for this Sub Committee with the Chairman on the 23rd November in order to brief him on the issues surrounding CCTV and the role of the Licensing Committee in providing scrutiny in this area.</p>	COLP	<p><b>ONGOING –</b>  <b>UPDATE 17/11/17</b></p>

16.	<b>30/05/17</b> Item 9 Human Resources Monitoring Information 1 <sup>st</sup> April 2016 – 31 <sup>st</sup> March 2017	<p>A Member requested that further information on resignations be included in the next update; particularly with regard to those who resigned after serving for a short period of time as these often point to critical issues that require addressing.</p> <p>The Commissioner would check back in Force to see what data was collected by HR.</p> <p><b>UPDATE:</b> Information on resignations of those leaving after 1 year or less has been included in the report on the agenda. However, as exit interviews are voluntary and not mandatory, data on reasons for staff leaving are not always available. Request this OR is shown as complete.</p>	CoLP	<b>PENDING COMPLETE</b>  <b>- ON THE AGENDA</b>
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<b>Committee(s)</b>	<b>Dated:</b>
Performance and Resources Sub (Police) Committee	30 <sup>th</sup> November 2017
<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 2017.

Work is completed on the 2016-17 planned internal audit. There were seven full assurance audits included in the original plan. Five audits were fully completed by September 2017: CoLP Community Consultation; CoLP Policies and Procedures; the Economic Crime Academy; SKYNet Grants Audit Verification; Governance Framework and Performance Measures. The remaining two planned audits: Police Budget Monitoring, and Income Streams and Income Generation, have now been completed to final report stage. In addition, an unplanned audit requested by the Commissioner to determine how two former civilian staff members were paid after they had resigned has also been completed to final report stage.

As previously agreed with your Committee, where findings and recommendations from corporate-wide audit reviews impact on the City Police details will be reported at the next committee meeting. There are ten planned corporate audits for 2017-18, and five of these have been completed to date with no recommendations that impact on the City Police made.

Work is progressing on the Internal Audit Plan for 2017-18. There were eight full assurance audits planned for the financial year 2017-18. Two 2017-18 audits have been completed to Final report stage: Police Project Management and Police Seized Goods. Fieldwork is progressing on two further audits: Police Bank Accounts (Defendants Funds) and Demand and Events Policing. The terms of reference for the Business Continuity audit is currently being prepared.

A corporate audit recommendation follow-up review has recently been undertaken. Three recommendations for the City Police were included in the review and are due for implementation by 31<sup>st</sup> December 2017.

It has been necessary to defer two of the 2017-18 audits: IT Technology Refresh Project and Action Fraud. A further 2017-18 audit of IT Network Security has been deleted. Two replacement audits have been proposed: CoLP Freedom of Information Requests; and Police Station Front Desk Procedures. A further 10 days will be held in contingency and allocated before the end of 2017-18.

## **Recommendation**

Members are asked to:

- Note the report.

## **Main Report**

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

1. There were seven full assurance audits included in the original plan. Five audits were fully completed by September 2017: CoLP Community Consultation; CoLP Policies and Procedures; the Economic Crime Academy; SKYNet Grants Audit Verification; Governance Framework and Performance Measures. The remaining two planned audits: Police Budget Monitoring, and Income Streams and Income Generation, have now been completed to final report stage. In addition, an unplanned audit requested by the Commissioner to determine how two former civilian staff members were paid after they had resigned has also been completed to final report stage. Details of these audits and progress against the 2016-17 Internal Audit Plan are contained in Appendix 1.

### **Police Budget Monitoring (20 Days) Amber Assurance**

2. Whilst budget holders are required to profile budgets within Oracle, to facilitate budget monitoring, there is clear scope to improve the effectiveness of arrangements in place. The areas for improvement relate to the timeliness of uploading budget profiles to Oracle (recommendation 1) and extensive use of 'straight line' profiles (recommendation 2).
3. The audit confirmed that the CoLP have established arrangements in place for monitoring financial performance against revenue budgets. However, as above, there are clear areas where the control framework could be enhanced. These relate to:
  - The frequency with which budget monitoring reports are issued to budget holders (recommendation 3);
  - Improving the allocation of budgets across revenue subjective codes in Oracle to provide meaningful information to budget holders (recommendations 4 and 5);
  - Establishing a programme of training for budget holders (recommendation 6).

4. There are established arrangements in place for reporting to Senior Management through Directorate Senior Management Teams, the Strategic Finance Board and Strategic Management Board.
5. There are also established arrangements in place for reporting on budgetary performance to the Police Committee; however significant issues were identified in producing financial forecasts as part of the budget monitoring process.
6. For 2016/17, a revised budget was approved by the Police Committee in January 2017, which was effectively a re-forecast of the year end position at the end of Quarter 3. There were no further budget monitoring updates in 2016/17, due to the City elections. An outturn report was presented to the Police Committee in July 2017. The outturn report showed that a £0.6m draw down on general reserves was required for 2016/17. This represents £2.0m net cost reduction from the forecast outturn presented to the Police Committee in January 2017 and mainly arose as a result of an underspend of staffing costs due to unfulfilled vacancies. The Assistant Commissioner has stated that he introduced a spending moratorium on non-employee expenditure in December 2016, which together with an underspend on employee direct costs, enabled reduction of the deficit originally forecast.

#### **Police Income Streams and Income Generation Initiatives (20 Days) Green Assurance**

7. This audit has concluded that the City of London Police (Force) have adequate procedures in place to identify income streams which are outlined in the Force's annual budget estimates.
8. Audit testing of a sample budget area 'Charges to Services' in the 2016/17 financial year identified that there were satisfactory controls over collecting, recording and banking income and recording income within the City's General Ledger (CBIS).
9. Audit examination of income budgets for the two financial years 2016/17 and 2017/18 (to date) revealed that in 2016/17 outturn was £65.7million compared to an estimate of £66.3million. The main reason for this variance was due to estimated income for Economic Crime Academy not being achieved, due to a lack of trainers to provide income generating courses. It should be noted that no corresponding expenditure was incurred which minimised the impact on the overall net budget expenditure. In the current year 2017/18 income to date is £38.3million compared to a budget estimate of £54.7million.
10. The Force has considered opportunities for increasing income across all of its operations. This was outlined in a three-year Strategic Finance Forward Plan 2017/18 to 2019/20 developed by the Director of Finance which included seven initiatives to commercialise and improve income across the Force. The initial Plan was submitted to the Strategic Finance Board in January 2016 and the Force has now developed the Enterprise Strategy 2017-2022 which sets out five strategic themes for maximising value for money, securing greater external funding,

increasing capital to revenue returns, developing ways of delivering sustainable funding, and improving efficiency of service delivery.

11. Examination of the Enterprise Strategy established that this document provides the framework by which the Force will identify, consider and introduce new funding and income sources. It was noted that there were no examples of potential areas of funding and income that the CoLP may obtain. However, the Force will have identified “A pipeline of opportunities with a potential value in excess of £2.5million by 31st December 2017”. As well as “Business cases approved and underway with a combined projected value in excess of £1million by 31st December 2017”.
12. No recommendations made as a result of this audit.

### **Overpayments of Salary (10 Days)**

13. The CoLP HR Division did not supply the Chamberlain’s Payroll Office with the correct form of instructions in order to cease the pay of the former Economic Crime Division employee who resigned on 19th August 2016. An overpayment in the region of £10,000 was made between September and December 2016. The former employee has agreed to repay £4,000 in a lump sum and £25 per week until the amount is repaid in full.
14. This audit has established that the CoLP HR officer notified the Payroll Office of the leaver’s request via a generic email address for general uniformed police officers’ pay enquiries. The Head of Payroll was not, therefore, aware of the request and has advised that, given the high priority of the request, in future a phone call explaining the urgency of the payroll deletion should be made. There is no follow-up process to ensure that phone call requests are actioned; this needs to be addressed in order to ensure that there is a satisfactory work flow system operated by the Payroll Office.
15. The City People payroll system provides inherent controls based on direct input of leaver details by departmental line managers. The CoLP line managers do not have access to the City People system. The City of London Corporation’s Corporate Human Resources Department (Corporate HR), are currently testing a revised City People system for input of new starters and staff leavers by HR Business Partners, instead of line managers. This will also benefit the CoLP since the current issue of paper leavers request forms will be solved.
16. There are a number of monthly reports output from the City People payroll system which are distributed to departments in order to ensure the accuracy of the payroll and provide budget monitoring information. A weakness was identified in the distribution of the payroll data management reports within the CoLP, since the recipient of a key report (the Payslip Distribution report) works in the ICT Division and has no payroll checking responsibility. Furthermore, the monthly report of leavers, which would have alerted the CoLP that the ECD employee had not been removed from the payroll, was not being checked. It is understood that another report showing the CoLP payroll establishment each month is not being

sent to the CoLP on request, although the reasons for this request have not been identified.

17. The December 2016 overpayment resulted because the CoLP HR Division failed to submit a leavers' form to Payroll. It is understood that this was a normal case of a civilian officer resigning in December 2016, the Payroll Office were not notified, and an overpayment was made in January 2017. It was the former employee who notified the Payroll Office of the mistake and refunded the amount in question immediately. This incident does, however, reinforce the risk which is posed by the use of paper based leavers' forms.
18. Recommendations have been made to address these issues and CoLP Head of HR has reviewed the distribution of payroll management reports and decided the appropriate staff who should receive them. The Chamberlain's Payroll Manager is considering options for workflow solutions. The CoLP like other City People users will obtain direct input to make changes to the payroll via HR Business Partners.

#### **Internal Audit Planned Work 2017-18**

##### **Corporate Wide Internal Audit Reviews 2017-18**

19. Work is progressing on the Internal Audit Plan for 2017-18. There were eight full assurance audits planned for the financial year 2017-18. Two 2017-18 audits have been completed to Final report stage: Police Project Management and Police Seized Goods. Fieldwork is progressing on two further audits: Police Bank Accounts (Defendants Funds) and Demand and Events Policing. The terms of reference for the Business Continuity audit is currently being prepared.

##### **Police Project Management (15 Days) Amber Assurance**

20. The complexity of the CoLP Accommodation Programme was not adequately described when initial funding approval was sought. The application for funding appears to have been considered as a bid for a single project, rather than a number of projects within a programme. The nature of projects or emerging issues necessary to achieve the overall accommodation programme have changed over time, as well as the need to undertake additional projects. The Assistant Commissioner has furthermore stated that there was an assumption that the Accommodation Programme was purely a "building programme" and failed to recognise the operational impact upon CoLP requiring substantial projects that needed to be implemented and funded.
21. Communication between the CoLP and the City Surveyor's department has been cited by management as an area of concern, leading to possible inefficiencies. This has been particularly evident in relation to establishing the protocols for disclosing sensitive or restricted information. The CoLP have stated that there were concerns about the security of building information held on a shared web-based system BIM (Building Information Management). To date, these issues

have not been fully resolved in respect of the treatment of sensitive information, for example, police division locations.

22. The City's Project Gateway process has proved to be an obstacle to timely approval of funds. This is particularly pertinent to approval for the draw down from funds, which has already been approved, or granted by third parties, for example, the Home Office.
23. Two red and eight amber rated recommendations were made. All were considered by the Commissioner and have either been implemented or are being considered for implementation at the earliest possible date.

### **Police Seized Goods (15 Days) Red Assurance**

24. There is scope for control improvement in relation to the policies, procedures and training provided to staff regarding seized property management. Three amber priority recommendations have been raised to address the issues identified regarding an update to the property procedure manual, the need for departmental policies and procedures where property is managed outside of the property department and the provision of training.
25. Audit sample testing identified that there is clear scope for control improvement for the initial seizure and recording of seized goods on the property management system. Two red priority recommendations have been raised to ensure that there are accurate storage locations on the property management system and that there is a complete record of property held. Four amber priority recommendations have been raised in relation to the recording of accurate property information, the packaging of seized cash, providing updates on the property management system and reviewing property assigned the status of 'awaiting entry' on the system.
26. Clear and adequate security arrangements are in place over the safe and storage locations retaining seized goods. However, there is scope for control improvement in relation to the storage and safe locations on the system and the awareness of safe insurance values. An amber priority recommendation has been raised relating to the communication of safe insurance values.
27. On the basis of audit testing performed, it was identified that there is a weakness in control of the transportation of seized goods. A red priority recommendation has been raised regarding the tracking of item locations on the property management system.
28. Audit sample testing confirmed that there is clear scope for control improvement in relation to the disposal of seized property. Three amber priority recommendations have been raised concerning a cash counting policy, a witness for all disposals and a spot check of processed disposals.

29. An amber priority recommendation has been raised to ensure that an appropriate safe audit regime is in operation for all safes to identify any breaches of agreed procedure and to confirm seized goods retained

### Corporate Wide Audits 2017-18

30. As previously agreed with your Committee, where findings and recommendations from corporate-wide audit reviews impact on the City Police details will be reported at the next committee meeting. There are ten planned corporate audits for 2017-18, and five of these have been completed to date and no recommendations that directly impact on the City Police, that is, requiring CoLP action, were made. The audits completed to date are:

- Corporate Wide Use of Waivers
- IR 35 - Use of Consultants and Specialists Regulations
- Evaluation of sub £100K tenders
- Corporate Wide Expenditure – Expenses – Procurement Cards – Petty Cash
- Corporate Wide Business Travel.

### Revisions to the 2017-18 audit plan

31. It has been necessary to defer two of these audits: IT Technology Refresh Project (10 days) and Action Fraud (10 days). A further audit of IT Network Security (10 days) has been deleted. One replacement audit has been agreed to date: CoLP Freedom of Information Requests (10 days). A further 10 day audit of Police Front Desks has been proposed. The remaining 10 days will be held in contingency and allocated before the end of 2017-18.

32.

Proposed Audit	Audit Days
CoLP Freedom of Information Requests – This audit will examine the effectiveness of the process for requests and responding within regulated timescales.	10
CoLP Front Desks – This will entail a probity audit of the activities performed by the Police Station front desks. It will include: income collection, safekeeping and banking; receipt of lost property, including cash; and record keeping.	10

### Recommendation Follow-up Exercise

33.A recent corporate audit recommendation follow-up exercise has been performed. The following table shows the current outstanding audit recommendations for the City Police. These all relate to the 2015-16 audit of Fleet Fuel Cards.

Rating	Recommendation	Management Response	Implementation Date
Amber	<p>Cost Centre Managers should check transaction listings sent to them from AllStars Business Solutions each month to ensure the controls set out in the SOP have been adhered to. Anomalies should be investigated and a report should be made to the Fleet Manager and where necessary, the Professional Standards Department, as stated in Sec 3.2 of the SOP.</p> <p>Fleet Management should be aware of their duties at section 3.2 of the SOP (review of any suspect transaction reports and maintaining records on misuse) with a view to investigating and putting in place corrective action.</p>	The Force accepts the recommendation.	Revised Target Implementation Date: 31 <sup>st</sup> December 2017
Amber	The Force should consider how they can put in place a system to compliment the controls within the contractor's system to combat possible fraud. For example, a central electronic record of the VRNs of vehicles used (including demo/hire vehicles) would facilitate a check to ensure all vehicles used are checked.	The Force accepts the recommendation.	Revised Target Implementation Date: 31st December 2017

Amber	The Fleet Manager should review the list and by contacting all cost centres ensure the list held is brought up to date as necessary.	The Force accepts the recommendation.	Revised Target Implementation Date: 31 <sup>st</sup> December 2017
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## Conclusions

34. The 2016-17 Internal Audit plan is now fully completed.
35. Work is progressing on the 2017-18 Internal Audit plan and two audits have been completed to final report stage. Fieldwork is progressing on two further audits.
36. A corporate audit recommendation follow-up exercise has recently been undertaken. There are three City Police recommendations due for implementation by 31<sup>st</sup> December 2017.
37. It has been necessary to delete one audit and defer two further audits from the 2017-18 Audit Plan. Three audits have been proposed: CoLP Freedom of Information Requests; CoLP IT Remote Working; and Police Station Front Desk Procedures.

## Appendices

- Appendix 1 - Schedule of Internal Audit Planned Work 2016-17
- Appendix 2 - Schedule of Internal Audit Planned Work 2017-18

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## 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 (Actual)	Completed  Green Assurance	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> October 2017 (Actual)	Final Report  Amber Assurance	0	6	2	8
<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 (Actual)	Completed  Amber Assurance	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  Amber Assurance	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 (Actual)	Completed  Green Assurance	0	0	0	0
<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	28 <sup>th</sup> April 2017 (Actual)	Completed  Green Assurance	0	0	2	1
<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> October 2017 (Actual)	Final Report  Green Assurance	0	0	0	0
<u>Salary Overpayments</u> This audit was requested by the Commissioner in order to determine why two former members of the Force's civilian staff were paid after leaving.	10	31 <sup>st</sup> October 2017 (Actual)	Final Report  Amber Assurance	0	4	0	4

## City Police - Schedule of Internal Audit Projects 2017-18

Full Reviews				Recommendations			
Project	Planned Days	Planned Completion Date	Current Stage	Total Red	Total Amber	Total Green	Total
<u>Project Management</u> This review has been requested by the Town Clerk and will assess compliance with the City's project approval gateway process.	15	31 <sup>st</sup> October 2017 (Actual)	Final Report  Amber Assurance	2	8	0	10
<u>Action Fraud Procurement Process</u> This audit will examine the procurement process for the team and contract monitoring arrangements	10	---	Deferred				
<u>Demand Policing and Event Resourcing</u> The purpose of this audit is to examine the budget setting and monitoring arrangements for ad-hoc non-core policing activities.	5	30 <sup>th</sup> November 2017	Fieldwork				
<u>Police Business Continuity Planning</u> The audit will focus on the arrangements in place to review, revise and test the CoLP Business Continuity plan.	10	31 <sup>st</sup> March 2017	Planning				

<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>Police Bank Accounts (Defendants' Funds)</u> An audit exercise to ascertain the adequacy of controls over the management of defendants' funds.	15	30 <sup>th</sup> November 2017	Fieldwork				
<u>Police Seized Goods</u> An audit exercise to ascertain the adequacy of controls over the recording and secure storage of seized goods.	15	31 <sup>st</sup> October 2017 (Actual)	Final Report Red Assurance	3	12	0	15
<u>IT Network Security</u> The audit will focus on the integrity of the IT network security arrangements.	10	---	Deleted				
<u>IT Technology Refresh Project</u> This audit will determine the adequacy of governance of the IT Refresh Project and consider adherence to timescales and the delivery of milestones.	10	---	Deferred				

# Agenda Item 6

<b>Committee(s):</b> Police Performance and Resource Management Sub-Committee	<b>Date:</b> 30 <sup>th</sup> November 2017
<b>Subject:</b> 2 <sup>nd</sup> Quarter Performance against measures set out in the Policing Plan 2017-20	<b>Public</b>
<b>Report of:</b> Commissioner of Police Pol 75-17	<b>For Information</b>
<b>Report author:</b> Stuart Phoenix, Head of Strategic Development	

## Summary

1. This report summarises performance against the measures in the Policing Plan 2017-20 for the period 1<sup>st</sup> April 2017 to 30<sup>th</sup> September 2017.

MEASURE	CURRENT ASSESSMENT	1 <sup>st</sup> QUARTER ASSESSMENT	TREND
<b>Measure 1:</b> The number of crimes committed in the City	CLOSE MONITORING	CLOSE MONITORING	➡
<b>Measure 2:</b> The capability and impact the Force is having against countering Terrorist Activity.	CLOSE MONITORING	CLOSE MONITORING	➡
<b>Measure 3:</b> The capability and impact the Force is having against countering Cyber Attacks.	SATISFACTORY	SATISFACTORY	➡
<b>Measure 4:</b> The capability and impact the Force is having against countering Fraud.	SATISFACTORY	SATISFACTORY	➡
<b>Measure 5:</b> The capability and impact the Force is having in safeguarding and protecting Vulnerable People.	CLOSE MONITORING	CLOSE MONITORING	➡
<b>Measure 6:</b> The capability and impact the Force is having against countering Violent Crime.	SATISFACTORY	CLOSE MONITORING	⬆
<b>Measure 7:</b> The capability and impact the Force is having in policing City Roads.	CLOSE MONITORING	CLOSE MONITORING	➡
<b>Measure 8:</b> The capability and impact the Force is having providing Protective Security to the City and responding to Public Order.	REQUIRES ACTION	REQUIRES ACTION	➡
<b>Measure 9:</b> The capability and impact the Force is having against countering Acquisitive Crime.	CLOSE MONITORING	CLOSE MONITORING	⬆
<b>Measure 10:</b> The level of satisfaction of victims of crime with the service provided by the city of London police.	CLOSE MONITORING	AWAITING ANALYSIS	➡
<b>Measure 11:</b> The percentage of people surveyed who believe the police in the City of London are doing a good or excellent job.	REPORTED ANNUALLY	REPORTED ANNUALLY	N/A

## 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 2017-20 to the end of the 2<sup>nd</sup> quarter 2017-18 for the financial year (1<sup>st</sup> April 2017 – 31<sup>st</sup> March 2018). All relevant performance information is contained within Appendix 'A'.
2. For the Force Performance Management Group (PMG), measures are graded around whether performance is 'satisfactory', requires 'close monitoring' or 'requires action'. As requested at the Performance Sub-Committee meeting in May 2017 this report to your Sub Committee now also reflects the same grading reported at PMG to provide consistency.
3. As previous performance reports, a broad narrative overview of wider Force performance is included for Members' information and interest as part of this covering report.

### **Current Position**

#### **Overview of Force Performance**

4. A comparison with the same period in 2016-17 shows that between 1<sup>st</sup> April and 30<sup>th</sup> September 2017.
  - Total victim-based crime has risen from 2313 crimes reported in 2016/17 to 2358 crimes reported in 2017. This represents an increase of 1.2% and a rise of 39 crimes compared to the same period last year. The main category where crime is rising in volume compared to last year, is violence without injury, here the majority of offence locations have been the street or public places.
  - Crimes against statute, which includes drugs offences, possession of weapons, public order offences and 'miscellaneous crimes against society'<sup>1</sup>, have fallen by 3.1%. (401 crimes compared to 414 the previous year).
  - At the end of September 2017, total notifiable crime has increased by 1.2% or 32 offences (2759 crimes compared to 2727 the previous year).
5. Victim based acquisitive crime in the City of London remains a focus with 1741 crimes being recorded for the second quarter compared to 1743 for the same period last year; this represents a slight reduction of 0.1%. The Force has responded to this by implementing a number of SARA problem solving operations (Scan, Analyse, Review and Assess), to target this crime type, focusing on burglaries, theft from the retail sector and moped crime.
6. The same approach is being used to tackle violent crime; specifically targeting knife crime/gang related Automatic Number Plate Recognition (ANPR) activations; and violence and ASB around Liverpool Street station.
7. Vulnerability (a new priority for 2017/18) is being addressed by SARA based operations focussing on human trafficking/modern slavery, brothels, child sexual exploitation, drug dealing, sexual offences and suicide/attempted suicide.

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

8. In addition to those items reported in previous quarterly reports to your Sub Committee, notable Force achievements and activities during the 2<sup>nd</sup> quarter 2017/18 include the following:

### July

- **Op Spectre Taskforce** – The Force worked in partnership with the MPS and British Transport Police targeting gangs that frequent and pass through the square mile as well as habitual knife carriers.
- **Street Pastor Scheme Launched** – The Force supported the launch of the Street Pastor Scheme on 14<sup>th</sup> July with the aim of supporting members of the public in bringing calm to rowdy situations to reduce public order incidents.
- **Major Crime Team Investigation** – Man sentenced to 17 years for conspiring to murder his partner.

**Arrests after targeted Drug Operation** – Seven people were arrested in July for drug-related offences following an intelligence led operation using multiple Force units and deployment of new tactics.

- **Op Mass** – On 27<sup>th</sup> July Uniformed Policing worked to raise awareness of national Action Counter Terrorism messaging among the City Community. The Force also promulgated the Run, Hide, Tell advice from the National Police Chief's Council aimed at keeping people safe in the event of a firearms or weapon attack.

Further details of the ACT campaign can be found using the following link:  
<https://act.campaign.gov.uk/>

- **Horse meat convictions** – Following an investigation by the Fraud Squad, 3 people were convicted of conspiracy to fraudulently adding horsemeat to food chain

### August

- **Preventing Computer Software Service Fraud** - On 1<sup>st</sup> August 2017 the Force hosted the first joint industry and law enforcement Computer Software Service Fraud Summit to be held in the UK.
- **Boiler Room Arrests** – On 3<sup>rd</sup> August the Fraud Teams arrested 3 men on suspicion of running a boiler room selling wine investments. This followed reports from 39 victims who had contacted Action Fraud with combined financial losses totalling over a million pounds.
- **Increasing On-Line Reach to promote prevention and awareness** - A new Facebook channel has been launched to represent City of London Police National Lead Force for Fraud (NLFF). The page will also share and celebrate other UK police forces' good fraud results alongside our own work, and will serve as an extra avenue for our fraud and cybercrime campaigns.

### September

- **Designer Sentenced for high-end fashion Fraud** – On 1<sup>st</sup> September a designer was sentenced to five years imprisonment after being found guilty for two counts of fraud by false representation, having obtained £320,000 from two finance companies.

- **Couple Sentenced for running brothels** – A married couple were convicted of five counts each of controlling, managing or assisting in the management of a brothel with locations in the City and Berkshire.
- **Overseas Anti-Corruption Unit (OACU) Case leads to 6 year sentence** - A successful OACU investigation has led to a man being sentenced to six years imprisonment at Southwark Crown Court for entering into corrupt agreements financed through the World Bank. .
- **Man Jailed after caught riding stolen moped** - A man caught riding a stolen motorbike while carrying a knife and drugs through the City of London has been jailed for six years. He was sentenced to six years in prison on 21<sup>st</sup> September after being found guilty of a number of offences including robbery, dangerous driving and possession of an offensive weapon.

## Performance against measures

9. There are 11 measures reflected within the Force Plan for 2017/18 reviewing overall crime, the Force Control Strategy priorities, victim satisfaction and public survey around the perception of police within the City.
10. **Measure 1 – The number of crimes committed in the City** - This tracks the overall crime picture for the City. For this period this measure has been assessed as Close Monitoring reflecting the 1.2% increase in recorded crime.
11. The following measures reported cover the priority crime, threat, harm areas identified within the Force Strategic Assessment, which form the basis of the Control Strategy. The Policing Plan highlighted these as the main priorities for the Force within year and the measures contain a suite of indicators and performance information assessing the capability of the Force to tackle the issue and the impact work is having.
12. Each area of the Control Strategy is assigned a Plan Owner; at the monthly Tactical Tasking & Co-ordinating Group (TT&CG) the plan owners provide an update as to the progress against their areas. An update is provided in 4 areas, Pursue, Protect, Prepare and Prevent so the plan owner can articulate the progress being made in each area to mitigate the crime/threat area within the City.
13. The reports made to TT&CG are combined with the statistics produced for each area to give the information contained within Appendix A to inform Members on our current position. Measures that have been reported as 'Close Monitoring' and 'Requires Action' are summarised below for ease of reference.
14. **Measure 2 – The capability and impact the Force is having against countering Terrorist Activity.** This is reported as Close Monitoring due to the continued heightened threat level, increase in Op Lightning Reports (reports of hostile reconnaissance) and current high levels of on-going investigations.
15. **Measure 5 – The capability and impact the Force is having in safeguarding and protecting Vulnerable People.** This area was reflected as Close Monitoring as part of TT&CG assessment. Over the course of this quarter there have continued to be slight month on month rises with the use of s.136 forms (mental health) and domestic abuse crimes and incidents. The Force continues to monitor this as a new priority to ensure it can respond effectively to the threat of harm within the City.

16. **Measure 7 – The capability and impact the Force is having in policing City Roads.** This was assessed as Close Monitoring at TT&CG due to the need to increase resilience in the number of officers and specialist skill sets required for this area of policing.
17. **Measure 8 – The capability and impact the Force is having providing Protective Security to the City and responding to Public Order.** This is highlighted as Requires Action with the continued pressure on capability with the need to increase numbers and resilience around Public Order Level 2 trained officers. The Force has an internal and external recruitment and training plan in place to address the current situation.
18. **Measure 9 – The capability and impact the Force is having against countering Acquisitive Crime.** Despite a reduction of 2 crimes for the year to date this remains assessed as Close Monitoring as Force activity in this area is just starting to take effect and the Force wishes to monitor the situation to ensure a reduction trend continues.
19. **Measure 10 – The level of satisfaction of victims of crime with the service provided by the City of London police.** The second quarter survey results show the Force at 81.1% overall satisfaction for the combined first 2 quarters this year. This is below the target of 85% and this is why it is assessed as 'Close Monitoring'. A working group meets to review crime and victim data and is developing actions to improve Force performance in this area.
20. **Measure 11 – The percentage of people surveyed who believe the police in the City of London are doing a good or excellent job.** This is reported annually. The survey has been developed and ran for three weeks until the 14<sup>th</sup> November 2017.

## **Background Papers:**

- **Appendix 'A' Performance Summary**

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Supporting the Code of Ethics  
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## POLICING PLAN PERFORMANCE 2017/18

### MEASURE SUMMARY

MEASURE	CURRENT ASSESSMENT	1 <sup>st</sup> QUARTER ASSESSMENT	TREND
<b>Measure 1:</b> The number of crimes committed in the City	CLOSE MONITORING	CLOSE MONITORING	➔
<b>Measure 2:</b> The capability and impact the Force is having against countering Terrorist Activity.	CLOSE MONITORING	CLOSE MONITORING	➔
<b>Measure 3:</b> The capability and impact the Force is having against countering Cyber Attacks.	SATISFACTORY	SATISFACTORY	➔
<b>Measure 4:</b> The capability and impact the Force is having against countering Fraud.	SATISFACTORY	SATISFACTORY	➔
<b>Measure 5:</b> The capability and impact the Force is having in safeguarding and protecting Vulnerable People.	CLOSE MONITORING	CLOSE MONITORING	➔
<b>Measure 6:</b> The capability and impact the Force is having against countering Violent Crime.	SATISFACTORY	CLOSE MONITORING	⬆
<b>Measure 7:</b> The capability and impact the Force is having in policing City Roads.	CLOSE MONITORING	CLOSE MONITORING	➔
<b>Measure 8:</b> The capability and impact the Force is having providing Protective Security to the City and responding to Public Order.	REQUIRES ACTION	REQUIRES ACTION	➔
<b>Measure 9:</b> The capability and impact the Force is having against countering Acquisitive Crime.	CLOSE MONITORING	CLOSE MONITORING	⬆
<b>Measure 10:</b> The level of satisfaction of victims of crime with the service provided by the city of London police.	CLOSE MONITORING	AWAITING ANALYSIS	➔
<b>Measure 11:</b> The percentage of people surveyed who believe the police in the City of London are doing a good or excellent job.	REPORTED ANNUALLY	REPORTED ANNUALLY	N/A

Q2 Performance –v- Measures- Appendix A

Measure 1	City Crime Overview	Assessment	CLOSE MONITORING						
<b>AIM/RATIONALE</b>	To ensure the overall picture of crime within the City is monitored and emerging trends are acted upon within year.								
<b>Reason for Assessment</b>	Overall crime within the City continue to increase for the year although at this stage this represents a 1.2% increase or 32 crimes for the same period 2016/17.								
Crime Category	2015/16 Apr - Mar	2016/17 Apr - Mar	Change		Last YTD	Current YTD	Change		
			No.	%			No.	%	Trend
Homicide	2	1	-1	-50.0%	1	2	1	200.0%	↑
Violence with Injury	408	381	-27	-6.6%	175	167	-8	-4.6%	↓
Violence without Injury	410	478	68	16.6%	246	279	33	13.4%	↑
Rape	24	10	-14	-58.3%	7	12	5	71.4%	↑
Other Sexual Offences	67	51	-16	-23.9%	29	37	8	27.6%	↑
<b>Victim-Based Violence</b>	<b>909</b>	<b>920</b>	<b>11</b>	<b>1.2%</b>	<b>458</b>	<b>497</b>	<b>39</b>	<b>8.5%</b>	<b>↑</b>
Robbery of Business Property	1	2	1	100.0%	0	1	1	100.0%	↑
Robbery of Personal Property	40	26	-14	-35.0%	19	22	3	15.8%	↑
Burglary in a Dwelling	7	24	17	242.9%	5	4	-1	-20.0%	↓
Burglary - Non Dwelling	226	237	11	4.9%	106	119	13	12.3%	↑
Vehicle Offences	109	183	74	67.9%	102	79	-23	-22.5%	↓
Theft from the Person	423	466	43	10.2%	231	248	17	7.4%	↑
Bicycle Theft	275	373	98	35.6%	230	226	-4	-1.7%	↓
Shoplifting	678	726	48	7.1%	330	349	19	5.8%	↑
All Other Theft Offences	1422	1509	87	6.1%	720	693	-27	-3.8%	↓
<b>Victim-Based Acquisitive</b>	<b>3181</b>	<b>3536</b>	<b>355</b>	<b>11.2%</b>	<b>1743</b>	<b>1741</b>	<b>-2</b>	<b>-0.1%</b>	<b>↓</b>
Arson	7	3	-4	-57.1%	2	2	0	0.0%	→
Criminal Damage	255	222	-33	-12.9%	110	118	8	7.3%	↑
<b>Arson and Criminal Damage</b>	<b>262</b>	<b>225</b>	<b>-37</b>	<b>-14.1%</b>	<b>112</b>	<b>120</b>	<b>8</b>	<b>7.1%</b>	<b>↑</b>
<b>Victim Based Crime</b>	<b>4352</b>	<b>4681</b>	<b>329</b>	<b>7.6%</b>	<b>2313</b>	<b>2358</b>	<b>45</b>	<b>1.9%</b>	<b>↑</b>
<i>Drug Offences</i>	394	331	-63	-16.0%	188	175	-13	-6.9%	↓
Possession of Off Weapons	34	43	9	26.5%	20	28	8	40.0%	↑
Public Order Offences	262	224	-38	-14.5%	116	121	5	4.3%	↑
Misc Crimes Against Society	178	179	1	0.6%	90	77	-13	-14.4%	↓
<b>Crimes Against Society</b>	<b>868</b>	<b>777</b>	<b>-91</b>	<b>-10.5%</b>	<b>414</b>	<b>401</b>	<b>-13</b>	<b>-3.1%</b>	<b>↓</b>
<b>All Crime</b>	<b>5220</b>	<b>5458</b>	<b>238</b>	<b>4.6%</b>	<b>2727</b>	<b>2759</b>	<b>32</b>	<b>1.2%</b>	<b>↑</b>
ANALYSIS									
<p>The main areas of significant increase for this period have been identified as follows:</p> <p><b>Violence Without Injury:</b> Increase of 13.4% (33 cases from previous year).                      Analysis shows that Assault without Injury was the biggest contributor to this category of crime. Although there are several repeat locations, given the period of data looked at, this is not unusual and they do not appear to be problem locations. The majority of offence locations were</p> <ul style="list-style-type: none"> <li>• Street/Public Spaces (221, 44.29%),</li> <li>• Corporate Offices (77, 15.43%),</li> <li>• Commercial Premises (58, 11.62%) or</li> <li>• Licensed Premises (58, 11.62%).</li> </ul> <p>Temporal Analysis shows that offending for Violence Without Injury peaks in June/July and December which are seasonal 'norms', whilst Thursday and Friday see the highest levels of offending, this is also in line with normal trends for the working week in other areas of London .</p> <p><b>Action:</b> The Force is undertaking a Scanning, Analysis, Response and Evaluation (SARA) problem solving model (OP Wimple) in conjunction with BTP to address ASB and Violence near Liverpool Street Station.</p> <p><b>Rape:</b> Increase of 71.4% (5 cases from previous year)</p>									

**Other Sexual Offences:** Increase of 27.6% (8 cases from previous year)

Historical Reporting of Rape will remain a key contributor to reporting rape figures – given media coverage of historical rape inquiries and engagement campaigns. Sexual Assault Reporting will continue to rise due to increasing levels of confidence in the CJS and victim support campaigns.

The most recent analysis of Sexual Offence data shows there has been 5 more rapes and 8 more ‘sexual offences’ compared to the same period last year. It is also worth noting that in certain cases, multiple crimes were raised for a single incident to comply with Home Office rules – for example, 1 historical report of rape resulted in 3 crimes for each of the 3 suspects who raped the victim. All of the Rapes reported as occurring within the period allegedly took place at night.

16 of the 32 Sexual Assaults (50%) were reported as also occurring at night usually on Fridays and Saturdays.

**Action:** The Force has instigated a SARA (currently un-named) to improve City (Police and Partners) response, prevention and understanding of sexual offending within the City.

**Robbery of Personal Property:** Increase of 15.8% (3 cases from previous year)

‘Moped enabled’ phone snatches have become increasingly common, during 2017 so far, there have been **180 snatch offences** within the City, compared to 123 offences in total for 2016. The vast majority of offences involved 2 unknown riders on one unidentified moped which mounts the pavement. The pillion passenger then snatches a mobile phone from an unsuspecting victim.

**Action:** Op Subway is operated to target moped crime prevention within the city with the aim to reduce acquisitive crime. Latest statistics indicate that the operation is starting to take effect with overall acquisitive crime figures beginning to reduce.

**Burglary – Non Dwelling:** Increase of 12.3% (13 cases from previous year)

The vast majority of burglaries have been in commercial premises targeting cash and electrical items, a small number of licensed premises have been targeted for alcohol and cash. Historically there is a spike of this crime type in the lead up to Christmas.

The Force will therefore work with partners to take the **following actions:**

- Develop intelligence on known nominals with partners
- Officers to be encouraged to submit intelligence if known nominals if spotted/stopped & Searched.
- Liaise with MPS in order to establish potential linked offences/offenders.
- Targeted patrols to be undertaken by officers at repeat locations to deter repeat offences.

**Possession of Offensive Weapons:** Increase of 40% (8 cases from previous year)

The Force has an Operation targeting the use of vehicles by gangs within the City. This is a joint deployment in partnership with the MPS.

Further details on activities in each Force priority area can be found within their relative sections within this report.

Measure 2	Counter Terrorism				Assessment	CLOSE MONITORING						
<b>AIM/RATIONALE</b>	The aim is to provide the Force with an overview of activity undertaken to combat the terrorist threat facing the City and ensure the Force is providing an adequate response to mitigate this threat.											
<b>Reason for Assessment</b>	This is reported as Close Monitoring due to the continued heightened threat level, increase in Op Lightning Reports (reports of hostile reconnaissance) and current high levels of on-going investigations.											
<b>GRIFFIN &amp; ARGUS DATA</b>												
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
<b>Number Griffin Attendees</b>	104	110	60	164	80	105						
<b>Percentage consider Force capable</b>	100%	100%	100%	100%	100%	100%						
<b>Number Argus Attendees</b>	48	21	93	76	0	95						
<b>Percentage consider Force capable</b>	100%	100%	100%	100%	N/A	100%						
<b>COUNTER TERRORISM INVESTIGATION DEMAND</b>												
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
<b>Number of Investigations processed by CT FMIU</b>	26	40	50	26	21	26						
<b>Trend</b>	-	↑	↑	↓	↓	↑						
<b>Year to Date Rolling Total</b>	26	66	116	142	163	189						
<b>OP LIGHTNING REPORTS (Hostile Reconnaissance)</b>												
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
<b>Op Lightning Reports 2015-16</b>	11	7	13	10	10	7	19	30	17	9	8	15
<b>Op Lightning Reports 2016-17</b>	20	6	12	20	17	14	21	9	12	18	11	22
<b>Op Lightning Reports 2017-18</b>	18	22	35	17	7	20						
<b>Trend</b>	↓	↑	↑	↓	↓	↑						
<b>ANALYSIS</b>												
<ul style="list-style-type: none"> <li>The overall threat level to the UK remains at <b>SEVERE</b>. (The level was raised to <b>CRITICAL</b> as a result of the London Tube terrorist attack on the 15<sup>th</sup> September but was reduced again to <b>SEVERE</b> on the 17<sup>th</sup> September 2017).</li> <li><b>Irish Republican</b> terrorism threat to the Mainland is at <b>SUBSTANTIAL</b> (an attack is a strong possibility). The threat level in Northern Ireland remains <b>SEVERE</b> (an attack is highly likely).</li> <li>The Force continues to deliver monthly Project Griffin and Argus events to increase the awareness of action required should a terrorist incident occurs and works with all City partners to train their security staff. This work continues to provide positive feedback in how capable trainees feel the Force is to respond to terrorism. This year so far reporting 100% positive feedback in this area. This shows the level and quality of advice given is providing reassurance to the security industry we work in partnership with.</li> <li>The Force is monitoring the number of CT investigations to track demand in this area and shows the demand linked to the attacks earlier this year. There was a spike in investigations which corresponded to the increase in Op Lightning (hostile reconnaissance) reports in June, this has since decreased as the number of reports has dropped.</li> <li>Following a surge in Op Lightning reports after the London Bridge Terror attacks the reports submitted to the Force returned to seasonal levels in July. A further surge in reports occurred in September, the day of the Parsons Green Attack and levels have since returned to seasonal levels.</li> <li>In July the Force delivered a Prevent Awareness presentation to the Barbican Residents' Association.</li> </ul>												
<b>ACTIVITY</b>												

- In line with recent recommendations from the London Resilience Board, in July the Force introduced Emergency Trauma Packs (ETPs) to prominent buildings and business premises in the Square Mile. Each pack is stocked with a collection of specialist medical equipment to treat casualties, with the location of the kits plotted on a map so that the force Control Room is able to make use of the packs in the event of a major incident, enabling first responders, businesses and members of the public having the tools readily-available to respond in the event of an emergency.
- During September, the Commissioner, in conjunction with safer City partnerships, launched the 'Business PREVENT' awareness online product.
- The Force continues to collaborate with Secco to ensure Counter Terrorist Security Advisors (CTSAs) advice is provided to relevant bodies (e.g. as part of the preparations for the Lord Mayor's show).
- There have now been three meetings between the CT Police & Business forum, it is now considered an established network to assist Force Protect Activities.

<b>Measure 3</b>	<b>Cyber Attack</b>	<b>Assessment</b>	<b>SATISFACTORY</b>										
<b>AIM/RATIONALE</b>	The aim is to provide the Force with an overview of activity undertaken to combat the cyber-crime threat facing the City and ensure the Force is providing an adequate response to mitigate this threat.												
<b>Reason for Assessment</b>	The Force has scored this as satisfactory at this time as it considers the resources it has to deal with this crime are adequate. Although it is encouraging increased reporting of this crime type and will evaluate scoring as a fuller picture emerges to ensure it has the resources to deal with this crime.												
<b>CYBER CRIME NFIB REFERRALS</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>Total</b>
<b>2015-16 (Month)</b>	1	2	2	0	2	4	2	0	2	0	2	1	18
<b>2016-17 (Month)</b>	4	7	5	6	6	5	4	3	4	8	9	0	61
<b>2017-18 (Month)</b>	3	5	5	6	12	6							37
<b>Change (Month)</b>	-1	-2	0	0	+6	+1							
<b>Trend</b>	↓	↓	→	→	↑	↑							
<b>ANALYSIS</b>													
<p>At this time, the Force has accepted 100% of the NFIB referrals for investigation as the Force resource is sufficient to meet this demand currently (however, see note below regarding potential for under reporting). Victims receive a personal visit from the investigating officer in addition to Cyber Protect advice. This level of service will need to be reviewed as volume increases and the capacity to respond in this way is impacted by increasing levels of cyber reporting, however, the Force is not yet at the stage where this requires review.</p> <p>This is linked to the fact that the Force is concerned that cyber-crime is currently under reported in the City. The Force is aware that the majority of cyber-attacks are dealt with by the victims’ internal IT specialists and not recorded as crimes by the Force due to not being reported. The Force is working to increase awareness of reporting so that a true picture of cyber-crime within the City can be mapped. The Force is establishing if further research into this area can be undertaken. This was proposed in July and in September was developed into a SARA problem solving model to identify how reporting can be increased.</p>													
<b>ACTIVITY</b>													
<ul style="list-style-type: none"> <li>• Presentation to City of London Boys School how to stay safe on line.</li> <li>• Proactive work identifying offences in the City occurring on the Dark Web.</li> <li>• Setting up of a Cyber Prevent Partnership with other law enforcement agencies including the MPS - the objectives of the partnership will be to divert people away from a path of cyber-crime.</li> <li>• Planning and delivery of 5 days of action with partners at the London Digital Security Centre, aligned to National Cyber Resilience week- Over 100 SME attended the event to allow the Force to promulgate Prevent/Protect information.</li> <li>• Bespoke Cyber Protect advice is provided by a dedicated Cyber Protect Officer (part of the Cyber Crime Unit), delivering on three work strands             <ul style="list-style-type: none"> <li>• Business</li> <li>• Schools</li> <li>• Communities</li> </ul> </li> </ul>													

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Measure 4	Fraud	Assessment						SATISFACTORY					
AIM/RATIONALE	The aim is to provide the Force with an overview of activity undertaken to combat the fraud threat facing the City and ensure the Force is providing an adequate response to mitigate this threat.												
Reason for Assessment	This is graded as Satisfactory as the Force is increasing the impact it is having on Fraud committed within the City with a rise in POCA funds seized and victim compensation for this quarter.												
<b>NUMBER OF FRAUD CRIMES REPORTED BY CITY BASED VICTIMS TO ACTION FRAUD</b>													
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
City based victim reports 2015/16	40	46	52	121	109	134	60	61	35	31	54	45	788
City based victim reports 2016/17	57	44	41	42	41	66	120	289	33	42	41	49	865
City based victim reports 2017/18	37	41	47	51	59	55							290
<b>CASH SEIZURES</b>													
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Number of cash seizure first applications POCA	4	0	1	2	4	3							
Value of cash seizure first applications POCA	£174,000	£0.00	£22,380	£3,00	£285,914	£7,490							
<b>CASH FORFEITURE ORDERS</b>													
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Number of cash forfeiture orders POCA	1	0	1	1	0	2							
Value of cash forfeiture orders POCA	£7,530	£0.00	£3,750	£12,000	£0	£284,554							
<b>CASH CONFISCATION ORDERS</b>													
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Number of confiscation orders	1	3	2	2	0	0							
Value of confiscation - benefit figure	£37,313	£313,527	£382,649.48	£671,798.15	£0	£0							
Value of confiscation - available amount	£37,313	£228,174	£274,191.57	£116,552.15	£0	£0							
Number of victims receiving compensation	1	0	0	1	0	1							
Value of victim compensation	£23,000	£0.00	£0.00	£24,359	£0	£282,514							
<b>CoLP OUTCOME RATE</b>													
	Apr 2013 – Mar 2016	Apr 2013 – Mar 2017	Q1 (Apr 2013 – Jun 2017)	Q2 (Apr 2013 – Sep 2017)	Q3 (Apr 2013 – Dec 2017)	Q4 (Apr 2013 – Mar 2018)							
Cumulative number of crimes disseminated to CoLP	4,353	5,426	5,549	5641									
Cumulative number of judicial outcomes	306	771	775	804									
Cumulative number of non-judicial outcomes	124	366	381	431									
Outcome rate	9.88%	20.95%	20.83%	21.89%									

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THE PERCENTAGE OF VICTIMS SATISFIED WITH THE OVERALL SERVICE PROVIDED BY ECD OFFICERS												
Cumulative responses	2015/16				2016/17				2017/18			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Percentage of respondents satisfied	68%	70%	71%	71%	72%	72%	72%	71%	72%	73%		
Number of respondents satisfied	166	187	209	224	234	293	305	331	369	377		
Number of valid responses	244	269	295	316	326	406	426	463	511	519		
SUPPORTING INFORMATION - THE PERCENTAGE OF VICTIMS SATISFIED WITH THE INITIAL SERVICE PROVIDED BY ECD OFFICERS												
Cumulative responses	2015/16				2016/17				2017/18			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Percentage of respondents satisfied	76%	76%	75%	75%	75%	76%	76%	75%	74%	75%		
Number of respondents satisfied	186	205	223	238	247	310	324	348	385	393		
Number of valid responses	245	270	297	319	329	409	429	466	517	525		
ANALYSIS												
<p>The main trends of reported fraud within the City for this period are insurance related fraud, mandate fraud, cheque, plastic card &amp; online bank accounts and other Investment.</p> <p>At the end of the quarter the Force has 87 active investigations relating to Asset recovery with a further 122 enforcement investigations. The Force is also reviewing 281 historic enforcement investigations for POCA opportunities.</p> <p>Since April 2014, 5,641 City of London crimes have been disseminated to the Fraud Teams for investigation. 1,235 investigative outcomes have subsequently been reported by the Fraud Teams. This gives a cumulative outcome rate of 21.89% of disseminated crimes resulting in an outcome. This is a slight increase compared to the outcome rate of 20.83% reported in June 2017. During the latest quarter (Apr – Sep 17) there were 92 disseminations to COLP and 79 reported outcomes (29 judicial and 50 non-judicial).</p> <p>The Victim satisfaction data continues to improve for the Force, the table shows the cumulative responses the Force has received to date, within the 2<sup>nd</sup> quarter 8 responses were received of which 7 victims were satisfied with the service their received.</p> <p>An area that can be improved relates to the level and frequency of practical help and advice given to individual victims, which is identified as helpful when received. Corporate victims however are satisfied with the level of prevention advice attained from officers. ECD have established a specific victim support unit aiming to improve the quality of care given to fraud victims. This unit is currently operating on a trial basis and managing a sample number of cases.</p>												
ACTIVITY												
<ul style="list-style-type: none"> <li>Continued use of the Force’s Twitter accounts to spread both Protect and Prevent Messages, (the Action Fraud Account has over 39K followers).</li> <li><b>Op Mass-</b> 17th October- CoLP conducted the operation, led by the Economic Crime Directorate, with assistance from Support Group, Communities, Special Branch, CID, Force Intelligence Bureau and NFIB. The Force worked alongside the City of London Corporation’s Trading Standards team as well as the Financial Conduct Authority (FCA) and HMRC to conduct visits and checks on offices which are believed to be offering high risk investment opportunities that are currently susceptible to fraud. The checks ensured that the businesses were compliant and helped to gather intelligence around this area of investment. Information gathered on the day will now help to further the work of Operation Broadway and ensure that investment fraud does not take place in the City.</li> <li><b>Op Broadway:</b> Operation Broadway is a multiagency partnership led by the City of London Police targeting criminals who are committing investment fraud within the City of London. (Aug – Sep), deployments took place as well as the continued gathering of intelligence.</li> <li>Force working with partners in preparing use of the new Criminal Finance Bill. This requires formulating guidance and engagement with the banking industry. The purpose being to deter money laundering through the City.</li> </ul>												

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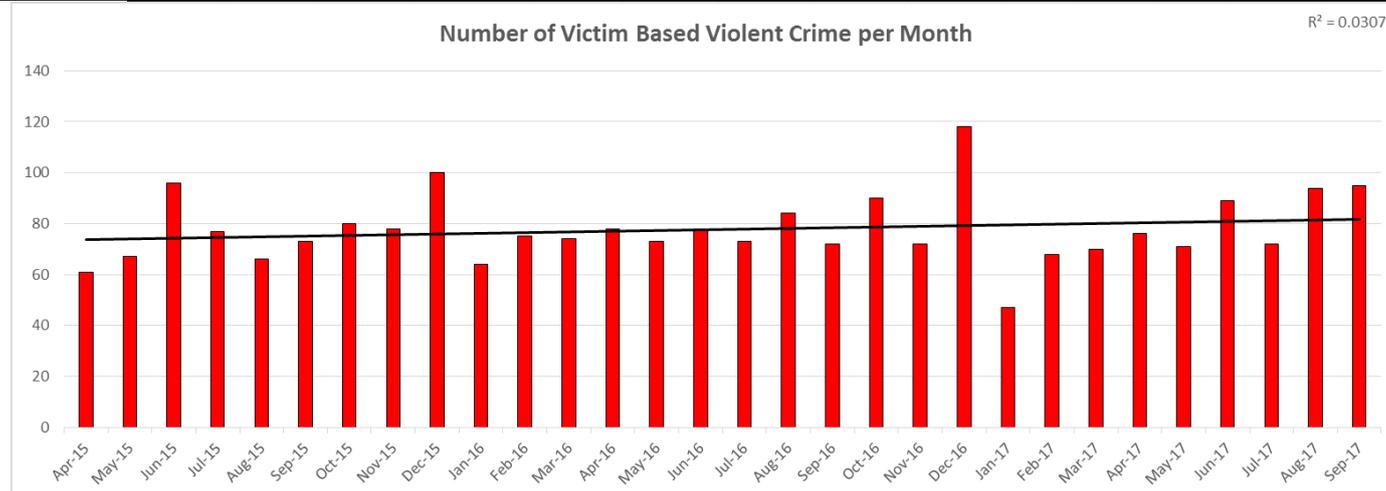
- Detailed planning for the Financial Abuse Partnership events due to take place on 4<sup>th</sup> December in the Old Library at Guildhall. The event will be attended by the public and key voluntary and private sector partner organisations.

Measure 5	Vulnerable Persons	Assessment	CLOSE MONITORING									
<b>AIM/RATIONALE</b>	The aim is to provide the Force with an overview of activity undertaken to protect vulnerable people within the City and ensure the Force is providing an adequate response to improve public safety.											
<b>Reason for Assessment</b>	This area was reflected as Close Monitoring as part of TT&CG assessment. Over the course of this quarter there have continued to be slight month on month rises with the use of s.136 forms (mental health) and domestic abuse crimes and incidents. The Force continues to monitor this as a new priority to ensure it can respond effectively to the threat of harm within the City.											
<b>MONITORING MENTLA HEALTH WITHIN CITY – USE Of 136 FORMS</b>												
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
<b>Numbers of 136 Forms</b>	20	20	11	11	11	12						
<b>Trend</b>	-	➔	⬇	➔	➔	➔						
<b>Number of Referrals</b>	20	20	11	11	11	12						
<b>Trend</b>	-	➔	⬇	➔	➔	➔						
<b>DOMESTIC ABUSE CRIMES AND INCIDENTS</b>												
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
<b>Number of Domestic Abuse Crimes</b>	3	6	13	3	8	9						
<b>Trend</b>	-	⬆	⬆	⬇	⬆	⬆						
<b>Number of Domestic Abuse Incidents</b>	11	4	6	6	10	12						
<b>Trend</b>	-	⬇	⬆	➔	⬆	⬆						
<b>NUMBER OF CHILD COMIN TO NOTICE (377's) COMPLETED IN RELATION TO DOMESTIC ABUSE CASES</b>												
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
<b>Number of domestic related CCN</b>	1	3	4	2	1	1						
<b>ANALYSIS</b>												
<p>There has been a slight rise since July in the number of Domestic Abuse Crimes and Incidents reported in August and September. Analysis undertaken in August confirmed there had been a 14% increase in reports for the last financial year. The Force maintains a Domestic abuse dashboard to maintain oversight of this crime within the City as part of its vulnerability working group. Should trends and volume require it, a SARA will be developed to address any issues.</p> <p>Op Hurricane is addressing human trafficking/modern slavery. It is investigating suspicious activity at addresses within the City to gather intelligence about potential involvement in human trafficking.</p> <p>Op Radstock is being run to disrupt drug dealing to vulnerable people.</p>												
<b>ACTIVITY</b>												

## Q2 Performance –v- Measures- Appendix A

- Op Washington, structured brothel visits resulting in 2 females being referred to social services.
- A successful intervention following Multi Agency Risk Assessment Conference (MARAC) for a high risk victim
- On 21<sup>st</sup> August the Force ran an awareness day on sexual offences which had good support and received positive feedback on social media. This was followed up with a licensing forum presentation on 12<sup>th</sup> September, its aim was to Improve City response, prevention and understanding of sexual offences within the City.
- In September an analysis of suicide incidents was undertaken to inform the Force response. During September there were 11 attempted suicides and 1 suicide. Analysis has shown that Tuesday is the most common day for suicide attempts with the most frequent time victims coming to notice were between 2200-0259hrs. A suicide Action Plan Update meeting is scheduled for November
- A day of action for Op Radstock saw 7 arrests.
- Officers raising awareness of suicide and support available as part of Suicide Prevention Day on 10<sup>th</sup> September.

Measure 6	Victim Based Violent Crime	Assessment	SATISFACTORY											
<b>AIM/RATIONALE</b>	The aim 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>Reason for Assessment</b>	Although slightly rising this is assessed as Satisfactory as the Force is doing all it can to mitigate this crime and the trend is following national trends in this area.													
VICTIM BASED VIOLENT CRIME														
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total	Trend
<b>2015-16 (Month)</b>	61	67	96	77	66	73	80	78	100	64	75	74	911	-
<b>2016-17 (Month)</b>	78	73	78	73	84	72	90	72	118	47	68	70	923	↑
<b>2017-18 (Month)</b>	76	71	89	72	94	95							497	↑
<b>Change (Month)</b>	-2	-2	11	-1	10	23								
	-2.56%	-2.74%	14.10%	-1.37%	11.90%	31.94%								



### ANALYSIS

Analysis of violent crime undertaken in September concluded that the majority of crime took place in the street with the second highest location being within licensed premises. The most prolific location identified in September was Bishopsgate, this was also consistent with the analysis in August.

Road rage incidents have been reviewed by the Force and have not identified any trends or patterns linked to locations.

The Force has a number of SARA problem solving approaches in place aimed at tackling these crimes and has reduced violence with injury by 4.6%. The rise in crime is following national trends and the Force is working to ensure it puts into place actions to

## Q2 Performance –v- Measures- Appendix A

combat this threat where it can within the City.

Op Sceptre, targeting violence with weapons, continues to be supported by CoLP / BTP / MPS.

### ACTIVITY

- In response to rising acid attacks nationally the Force has placed acid attack first aid kits on vehicles.
- Enhanced first aid training to officers deployed at night concentrating on injuries linked to CT attacks / multiple stabbing / acid attacks / injuries resulting from explosions.
- New Violent Crime operation was implemented from October, targeting multiple offender groups within the Night Time Economy.
- Development of a Football SARA problem solving initiative to run from December 2017 to April 2018 to ensure rival fans are kept apart within the boundaries of Liverpool Street Station in a bid to minimise the potential for disorder and violence.

Measure 7	Roads Policing	Assessment	CLOSE MONITORING													
<b>AIM/RATIONALE</b>	The aim is to provide the Force with an overview of activity undertaken to improve road safety within the City and ensure the Force is providing an adequate response to mitigate this threat.															
<b>Reason for Assessment</b>	This was assessed as Close Monitoring at TT&CG due to a shortage of officers and specialist skill sets required for this area of policing.															
QUARTERLY KSI BREAKDOWN 2017/18																
	Q1				Q2				Q3				Q4			
	FATAL	SER	SLIGHT	TOTAL	FATAL	SER	SLIGHT	TOTAL	FATAL	SER	SLIGHT	TOTAL	FATAL	SER	SLIGHT	TOTAL
PEDESTRIANS	0	2	18	20	0	4	11	15								
PEDAL CYCLES	0	2	24	26	0	3	16	19								
POWERED 2 WHEEL	0	1	9	10	0	2	13	15								
CAR OR TAXI	0	0	12	12	0	0	7	7								
P.S.V.	0	0	2	2	0	0	3	3								
GOODS	0	0	0	0	0	0	0	0								
OTHER	0	0	0	0	0	0	0	0								
Total Casualties	0	0	0	0	0	0	0	0								
PI Collisions	0	5	59	64	0	9	47	56								
ROAD POLICING AND SMOOTHING TRAFFIC FLOW																
		2016/17					2017/18									
		Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total					
Other operations	Phones/Seatbelts	343	300	182	229	1054	59	128								187
Speeding in the 20mph zone	TOR	180	37	71	59	347	54	10								64
	EFPN	38	22	41	41	142	27	11								38
	Process	12	7	14	9	42	50	5								55
<b>TOTAL</b>		<b>573</b>	<b>366</b>	<b>308</b>	<b>338</b>	<b>1585</b>	<b>190</b>	<b>154</b>								<b>344</b>
Number of vehicles seized from ANPR only		27	28	34	24	113	33	32								65
Total number of vehicles seized from ANPR / No Ins or No DL or both		18	91	86	77	272	83	84								167
Number of pre planned enforcement and/or education operations targeting Large Goods		33	37	42	45	157	38	36								74

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<b>Vehicle within City of London</b>									
<b>Number of LGV's stopped</b>	<b>335</b>	<b>282</b>	<b>297</b>	<b>340</b>	<b>1254</b>	<b>353</b>	<b>388</b>		<b>741</b>
<b>Number of LGV's stopped with offences</b>	<b>211</b>	<b>201</b>	<b>189</b>	<b>198</b>	<b>799</b>	<b>237</b>	<b>230</b>		<b>467</b>
<b>Number of offences</b>	<b>534</b>	<b>461</b>	<b>464</b>	<b>397</b>	<b>1856</b>	<b>595</b>	<b>494</b>		<b>1089</b>

### ANALYSIS

The Force supports the City of London Corporation target under the Road Danger Reduction Plan to reduce casualties on City Roads and provides the KSI statistics for information only.

The activity statistics provided above record the *enforcement* activities undertaken and reported to TfL as part of our monthly return to enforce safer road use within London.

The most common cause of personal injury has been identified as pedestrian lack of attention, the main locations being hotspots for collision on Bishopsgate and New Bridge Street. The time identified for the most collisions accounted for 30.7% was 08:00am.

There is currently a shortage of officers trained in the analysis of tachographs due to vacancies and training abstractions, impacting on the Force's capacity to run HGV-specific activities. Vacancies are being advertised both internally and externally and the Force aims to recruit as quickly as possible.

- Op Regina -drink / drug drive for a week in August --Result- one arrest for drug drive.
- Speed campaign together with a motorcycle education and enforcement campaign-100 stop checks conducted - There were 2 arrests for drug driving and obstructing police / no insurance respectively, and 2 fixed penalty notices for excess speed and no safety helmet respectively. A number of vehicle defect rectifications notices were issued for minor defects.

### ACTIVITY

- The Force has shared collision and safety data with the City of London Corporation providing an update on issues identified. The collision data has also been provided to assist the local authority in making decisions on engineering matters relating to road layouts and junctions. Data has been passed to Department of Built Environment, City of London Road Safety Officer and City of London Road Danger Reduction Behaviour Manager.
- The Force is participating in a trial for instructors on national BikeSafe programme from October – December 2017.

#### Cyclist Update

Activity also undertaken in this quarter to ensure safe cycling and reduction in cycle theft within the City. The following activities have taken place:

**135** Cycles have been marked.

**203** Cyclists have attended education Roadshows.

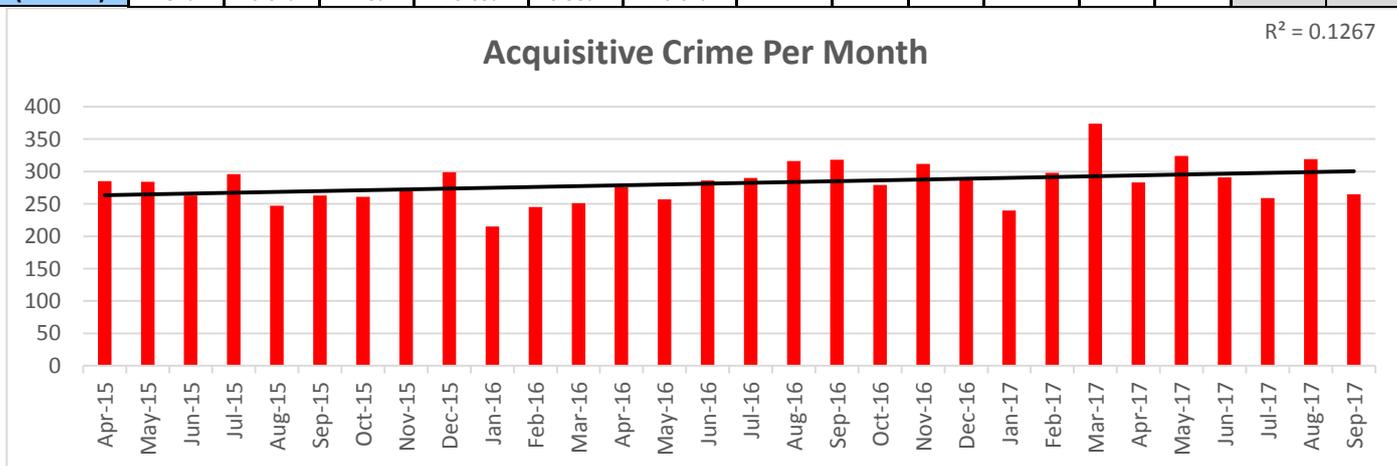
**68** Non Endorsed Fix Penalty Notices (NEFPN's) have been issued to Cyclists.

Q2 Performance –v- Measures- Appendix A

Measure 8	Public Order & Protective Security	Assessment	REQUIRES ACTION										
<b>AIM/RATIONALE</b>	The aim is to provide the Force with an overview of activity undertaken to mitigate the threat facing the City through public disorder and ensure the Force is providing an adequate response to mitigate this threat.												
<b>Reason for Assessment</b>	This is highlighted as Requires Action with the continued pressure on capability with lack of Level 2 trained officers. The Force has a recruitment and training plan in place to address the current situation.												
PRE-PLANNED EVENT UPDATE													
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD
<b>Pre-planned Events</b>	92	110	121	79	47	99							548
<b>Events requiring police presence</b>	53	59	64	39	21	45							281
<b>Events requiring 5 officers or more</b>	24	27	45	14	9	17							136
CRITICAL INCIDENTS													
	2016/17					2017/18					Total		
	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4				
<b>Critical Incidents</b>	3	1	5	2	11	3	1						4
ANALYSIS													
<p>There were 23 Public Order offences recorded in September which has increased from last month by 7 offences. This is more than the YTD average of 19.4 and the 7 year monthly average of 19.5. YTD (January – September): There have been 170 offences compared to 187 during the same period in 2016 which shows a decrease by 9.09%.</p> <p><b>CRITICAL INCIDENTS</b></p> <p>The number of Critical Incidents occurring in the City this year remains comparable with 2016/17 with 4 incidents being declared as Critical Incidents occurring this year compared to the same number the previous year. This includes</p> <ul style="list-style-type: none"> <li>• London Bridge attack</li> <li>• 2 high profile suicides (LSE and St Pauls)</li> <li>• 1 serious road collision fatality</li> </ul> <p><b>PRE-PLANNED EVENTS (inc DEMONSTRATIONS)</b></p> <p>The number of pre-planned events (including demonstrations) continues to rise from 332 in 2016/17 to 548 for the same period this year, indicating an increase in demand for Police presence. Out of the events this year 281 have required a Force presence with 136 requiring the deployment of 5 or more officers. Of the 136 events responded to there have been a large number that have required more than 20 officers in attendance:</p> <ul style="list-style-type: none"> <li>• 4 events in July required more than 20 officers with the largest having 90 deployed.</li> <li>• 5 events in August required more than 20 officers with 3 requiring 51 officers for deployment.</li> <li>• 3 events in September required more than 20 officers with the largest deployment being 39 officers.</li> </ul> <p>With reference to capacity, as at September 2017 the Force identified a need to increase the level of fully trained officers from Constable to Inspector level, for public order duties in order to increase resilience in this area. The skills gap has arisen owing to a number of factors, including the previous freeze on probationer recruitment, the withdrawal nationally of the bonus payment scheme for this skill set and the unsocial and unpredictable hours this work often involves.</p> <p>The Uniformed Policing Inspector responsible for this area is in the process of refreshing a recruitment drive among the response / uniform groups internally. In order to attract fresh talent, Public Order Instructors will attend shift musters and speak with officers who may not have thought of level II Public Order as a career path and also the opportunity to attend an open day at Gravesend. The recruitment refresh for this specialist skill set will be monitored at the Public Order working group. The Force is working to reschedule PO level 2 training sessions for those who have already shown an interest, which were postponed owing to the terrorist attacks over the summer period, (Westminster/ London Bridge etc.) This will assist in order to close this skills gap as quickly as possible.</p>													
ACTIVITY													
<ul style="list-style-type: none"> <li>• Uniform Policing Directorate working with Corporate Communications issuing messages on Facebook and Twitter and in our community newsletter to inform the community of upcoming events taking place within the City which will affect people through road closures etc. This activity is undertaken each week/month.</li> </ul> <p><b>Protest Update:</b></p> <p>For the year to date there have been 107 protests within the City which the Force has responded to; this compares to 185 in total for the whole 2016/17.</p>													

<b>Measure 9</b>	<b>Acquisitive Crime</b>	<b>Assessment</b>	<b>CLOSE MONITORING</b>
<b>AIM/RATIONALE</b>	The aim 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>Reason for Assessment</b>	Despite a reduction of 2 crimes for the year to date this remains assessed as Close Monitoring as Force activity in this area is just starting to take effect and we wish to monitor the situation to ensure a reduction trend occurs.		

ACQUISITIVE CRIME														
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total	Trend
<b>2015-16 (Month)</b>	285	284	263	296	247	263	261	272	299	215	245	251	3181	-
<b>2016-17 (Month)</b>	276	257	286	290	316	318	279	312	290	240	298	374	3536	↑
<b>2017-18 (Month)</b>	283	324	291	259	319	265							1741	↓
<b>Change (Month)</b>	<b>7</b>	<b>67</b>	<b>5</b>	<b>-31</b>	<b>3</b>	<b>-53</b>								
	2.54%	26.07%	1.75%	-10.69%	0.95%	-16.67%								



**ANALYSIS**

For the same period last year 1743 crime were reported compared to 1741 for this year, 2 fewer crimes. The Force has implemented a number of SARA problem solving initiatives this year to combat acquisitive crime, which remains a Force priority.

Force SARAs to combat Acquisitive Crime within the City:

**Op Steal:** To reduce victim based acquisitive crime, has been running since January and is due to finish in December 2017, when it will be reviewed.

**Burglary SARA** started in October 2017.

**Shoplifting SARA** October 2017.

**Op Subway:** Focusing on Moped Crime Prevention due to start in November 2017.

The Force is now seeing a reduction in this crime type within the City and the focus will be maintaining this to ensure tactics are working effectively.

**ACTIVITY**

- Op Steal, resulting in **Total Deployments: 98 Arrests: 39 Offences Detected: 75 Stop & Search: 98 Intel Reports: 191 Mental Health Detentions: 2 Search Warrants: 4**
- Op Subway: To combat the theft of Mopeds within the City in order to then use stolen vehicle to commit further offences. This operation will be run with the MPS to reduce crime threat within the City and MPS grounds.
- Crime squad targeting deployments to deter cycle theft, searches on London Bridge, and shoplifting.
- The Force has been engaging with the licensing forum giving presentations on crime prevention/target hardening.

<b>Measure 10</b>	<b>Victim Satisfaction</b>	<b>Assessment</b>	<b>CLOSE MONITORING</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. The Force includes victims of acquisitive crime, which is not required by the Home Office, as without those victims, the sample size for the City of London would not be statistically valid.		
<b>Reason for Assessment</b>	The second quarter survey results show the Force at 81.1% overall satisfaction for the combined first 2 quarters this year. This is below 85% and results in the assessment criteria of Close Monitoring. A working group meets to review crime and victim data and is developing actions to increase Force performance in this area.		

**VICTIM SATISFACTION**

Quarter 1 Satisfaction by area of service					Quarter 2 Satisfaction by area of service				
Area of Service	% Very Satisfied	% Difference Q1 2016/17	% Fairly Satisfied	% Difference Q1 2016/17	Area of Service	% Very Satisfied	% Difference Q2 2016/17	% Fairly Satisfied	% Difference Q2 2016/17
Ease of Contact	78.7	5.5% Decrease ↓	94.7	1% Decrease ↓	Ease of Contact	74.5	8.7% Increase ↑	90	0.8% Decrease ↓
Actions Taken	61.5	8.4 % Decrease ↓	76.1	7.6% Decrease ↓	Actions Taken	60	10% Decrease ↓	68.3	14.6% Decrease ↓
Follow up	68.8	2.8% Decrease ↓	79.8	2.4% Decrease ↓	Follow up	68.1	0.5% Decrease ↓	81.6	1.6% Increase ↑
Treatment	91.8	3.5 % Increase ↑	93.6	0.3% Decrease ↓	Treatment	93.1	10.4 % Increase ↑	93	7.1% Increase ↑
Overall	75.5	0.2% Increase ↑	86.4	0.8% Increase ↑	Overall	69.1	1.7% Increase ↑	76.4	3.7% Decrease ↓

**ANALYSIS**

**Satisfaction Overview (Q1 & Q2 Combined) – Broken down by service delivery area.**

Area of Service	At least very satisfied	At least fairly satisfied	At least fairly dissatisfied	At least very dissatisfied
Ease of Contact	76.5%	92.2%	1.5%	2%
Actions Taken	60.7%	72.1%	14.5%	7.7%
Follow up	64.6%	79.5%	9.6%	8.3%
Treatment	89.3%	92.3%	4.6%	2.6%
Overall	72.1%	81.1%	10.7%	5.5%

**Analysis of the Survey feedback has identified action taken that makes a victim “completely satisfied” with the service they received:**

- 1) Being able to report their crime promptly and easily
- 2) Having all their questions answered
- 3) Being informed of the outcome (especially if there is a positive outcome)
- 4) Being kept informed throughout the duration of the crime
- 5) Dealing with officers who were friendly and professional
- 6) Being informed, understanding and agreeing with the actions taken and being seen to take action

**Key Themes Identified on the Q2 free text responses who were dissatisfied were:**

- 1) The victim either having the impression or being informed that there are not enough resources to investigate the crime.
- 2) Related to CCTV and it not being available.

**As a result of the analysis the following recommendations have been made in the following areas to improve service:**

- a) A greater focus on public confidence
- b) How victims’ expectations are managed by officers and call centre staff.

- c) Dissatisfaction with CCTV has been a reoccurring theme in the satisfaction analysis and this could also be due to the same issue as above in terms of managing expectations as well as delivering information to victims. Further analysis/research is required to better understand what causes some victims to still be satisfied when there is no CCTV when others are not.
- d) Explore the impact of individual officer feedback being provided to sergeants of the officers who deal with each crime..
- e) Further development of a victim profile for each category of satisfaction and possibly each crime type e.g. what makes a completely satisfied victim for violent crime?
- f) Further analysis to be completed into other areas of service delivery that could be impacting on victim satisfaction.

<b>Measure 11</b>	<b>Community Satisfaction</b>	<b>Assessment</b>	<b>REPORTED ANNUALLY</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>Reason for Assessment</b>	The survey is undertaken annually and has concluded on the 14 <sup>th</sup> November		
<b>COMMUNITY SATISFACTION</b>			
<b>Results for this survey will be available at 3<sup>rd</sup> Quarter Reporting</b>			
<b>ANALYSIS</b>			
<b>Analysis is taking place now the survey has closed.</b>			
<b>UPDATE</b>			
<p>During Quarter 2 the preparation work for the survey took place with Strategic Development and Corporate Communication working with partners to develop the question set.</p> <p>The survey was released by Corporate Communications on 25<sup>th</sup> October through their digital channels and ran for 3 weeks.</p> <p>As of 09/11/17 over 500 responses had been received by the Force and the Survey has now concluded. Analysis is taking place and will be available for Q3 reporting.</p>			

**ASB Data- For information only**

This is provided to give Members an overview of this area within the Force. **It is currently not a Force priority as part of the Policing Plan and there is no measure relating specifically to ASB. However it is acknowledged that Members have an interest in ASB and so the below is provided purely for information purposes.**

ASB DATA (EXAMPLE)													
ASB	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD
2017-18 (Month)						108							934
ANALYSIS													
<p>108 ASB related intelligence reports have been used as a source for this document. This indicates an increase in reporting from July with 40 reports, and August with 35 intelligence reports relating to ASB.</p> <p>Further sources of ASB are available or becoming available and will be included in the future, Outreach workers already report to COL, the 1<sup>st</sup> Cleansing data has been received, noise complaints are also due soon.</p> <p><b>Repeat Nominal</b> One individual has come to notice repeatedly, x12 in one month and is subject of a Community Protection Notice.</p> <p>ASB reports for September included the following breakdown</p> <p>Rough Sleeping 49 (NB Rough Sleeping is not an offence per se) Aggressive Begging – 29 Drugs – 10 Intoxication/Aggressive Behaviour - 5</p> <p>The majority of rough sleepers were in their 40s (14) while the highest percentage of beggars were within the 50 year old category (7)</p> <p>The reports of drugs can be broken down with 4 relating to Cannabis, 1 related to cocaine dealing, 3 related to drugs supply and 2 concerning nitrous oxide.</p> <p>The Force in partnership with the City of London Corporation is in process of gathering and analysing data to identify the hotspots for rough sleeping.</p>													

The Force is developing its reporting of ASB data following input from the lead member for ASB, this area is not currently a Force Priority within the Policing Plan but it is acknowledged that it is an area of interest for Members. Members are presented with a summary of the work in progress being undertaken within FIB and the format and content will develop further going forward once more data is available.

<b>Committee:</b>	<b>Date:</b>
Police: Performance and Resource Management Sub Committee	30 <sup>th</sup> November 2017
<b>Subject:</b> HMICFRS Inspection Update	<b>Public</b>
<b>Report of:</b> Commissioner of Police POL 76/17	<b>For Information</b>

## SUMMARY

This report provides Members with an overview of activity undertaken within the last reporting period, since your September Sub Committee, in response to reports published by HMICFRS. An overview of the inspection programme is detailed in this report and progress against both existing and new recommendations received is provided for Members' information in Appendix A.

### Reports published

<b>Force Reports</b>	<b>Date:</b>
CoLP- HMICFRS Assessment: Abuse of Position for a Sexual Purpose,	October 2017
CoLP- HMICFRS – PEEL Efficiency (including leadership) 2017	November 2017
<b>National Reports</b>	<b>Date:</b>
HMICFRS Abuse of Position for a Sexual Purpose. A review of forces' plans in response to our PEEL Legitimacy 2016 national report recommendation	October 2017
HMICFRS – Stolen freedom: the policing response to modern slavery and human trafficking	October 2017
HMICFRS PEEL: Police Efficiency 2017 – A national overview	November 2017

### Inspections Completed Since Last Report

<b>Inspection</b>	<b>Date:</b>
HMICFRS - PEEL Effectiveness inspection	7 <sup>th</sup> to 9 <sup>th</sup> November 2017

### Inspections Due During Next Period

There are no planned inspections during the next reporting period. However rolling unannounced inspection programmes that could take place are, Custody; Crime Data Integrity; Child Protection.

### Reports Due for Publication

<b>Report</b>	<b>Date:</b>
HMICFRS PEEL Legitimacy reports (national and force)	expected in early December.

## HMIC Recommendations Overview

This report details progress against the recommendations from all live inspection action plans and these are summarised in the table below and detailed fully within Appendix A. HMICFRS did not set deadlines for many of these recommendations, so the force has set itself some challenging targets to drive forward and deliver improvements. There are currently 38 outstanding recommendations, an increase of 14 from the 24 outstanding recommendations reported to your Sub Committee in September 2017. This increase is due to new reports being very recently received by the Force. There are 10 new greens to report and 2 new reds, demonstrating significant progress since your September Sub Committee.

Report	Number of open recommendations and status
A progress report on the police response to domestic abuse	New Report 8 AMBER
PEEL: Police Efficiency [including leadership] 2017 - CoLP	New Report 4 AMBER
PEEL: Police Efficiency 2017 – national	New Report 1 AMBER
Stolen freedom: the policing response to modern slavery and human trafficking	New Report 7 AMBER
HM Crown Prosecution Service Inspectorate (HMCPSI) and HMICFRS National Report – Making it fair (July 2017)	4 AMBER 1 NEW GREEN
HMCPSI and HMICFRS National Report - Living in fear (July 2017)	4 WHITE
PEEL: Police Effectiveness 2016 – CoLP	5 NEW GREEN 2 NEW RED
Best Use of Stop & Search Scheme Revisit	3 RED
PEEL: Police Legitimacy 2016 – National	1 AMBER
PEEL: Police Legitimacy 2016 - CoLP	1 NEW GREEN 2 RED
PEEL: Police Efficiency 2016 – CoLP	1 RED
The tri-service review of joint emergency services interoperability principles	2 NEW GREEN - Complete
PEEL: Police Efficiency 2015 - CoLP	1 RED
In Harm's Way: The Role of the Police in Keeping Children Safe	1 NEW GREEN
<b>Recommendation Summary</b>	<b>Number</b>
NEW Green	10
Amber	25
Red	9 (including two new reds)
White	4
Total Amber/Red/White Recommendations	38

## RECOMMENDATION

Members are asked to receive and note the contents of this report.

## **Main Report**

1. This report provides Members with an overview of the City of London Police response to HM Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) continuing programme of inspections and published reports. Since the last report to your Sub Committee there have been four new reports published that impact on the Force. Progress with existing recommendations as well as detail of the current inspection programme is provided below for your reference.

### **NEW REPORTS**

#### **Abuse of Position for a Sexual Purpose. A review of forces' plans in response to our PEEL Legitimacy 2016 national report recommendation – October 17.**

2. As part of the 2016 PEEL Legitimacy inspection HMICFRS identified continuing concerns around national forces' anti-corruption capability and capacity including the issues of abuse of position for a sexual purpose. To address this finding HMICFRS made the following recommendation:

*“Within six months, all forces should have started to implement a plan to achieve the capability and capacity to seek intelligence on potential abuse of authority for sexual gain. These plans should include consideration of the technology and resources required to monitor IT systems actively and to build relationships with the individuals and organisations that support vulnerable people.”*

3. Each force was required to initially supply their plans to HMICFRS by mid March 2017. The NPCC's national strategy was agreed in April 2017 and forces were then required to submit an updated version of their plans in May.
4. The national assessment of plans did not result in a force grading, in part because while a force may have submitted insufficient information to allow a meaningful evaluation, it may still be completing the necessary work to address the recommendation. However, there is a clear expectation that progress on implementation will be made including where necessary investment of time and resources.

#### **HMICFRS Assessment: Abuse of Position for a Sexual Purpose – City of London Police – October 2017.**

5. HMICFRS reported that:

*“Your plans reflected the national strategy agreed at the National Police Chiefs' Council in April of this year. However no information was provided that allowed us to assess your progress in reviewing the capability and capacity of your counter-corruption unit, your progress in deploying IT*

*systems' monitoring capability or any work done to seek intelligence from those organisations that support vulnerable people."*

6. Since the Force submitted its plan to HMICFRS in May 2017 many of the areas identified in the assessment letter have been progressed and an updated plan was submitted to NPCC in September 2017. These include identification of capacity and capability risks in Counter Corruption Unit (CCU) as part of the strategic threat and risk assessment (STRA) process, the introduction of Crime, Custody, Criminal Justice and Intelligence system, NICHE which is a fully auditable system enabling controlled access and improved monitoring capability; and the Detective Inspector from Professional Standards Department (PSD) giving a presentation to the CoL Domestic Abuse and Sexual Violence Forum as part of engagement activity.
7. The action plan developed, is monitored by the Vulnerability Working Group with oversight maintained by the Chair of the Vulnerability Steering Group, which is Commander Operations and Security. The plan is due to be reviewed by the Working Group following publication of this assessment to consider any further enhancements necessary.

#### **HMICFRS – Stolen freedom: the policing response to modern slavery and human trafficking – October 2017.**

8. This national thematic inspection was commissioned by the Home Secretary in July 2016 to inspect the police's response to the implementation of the Modern Slavery Act 2015.
9. The main finding was that whilst there has been some welcome progress in the way police respond to modern slavery and human trafficking this was generally only in small pockets. There is still significant inconsistencies in the service being provided by forces, with victims being let down at every stage including re identification, information flows, victim focus and investigative practice.
10. The report contains 11 recommendations, 7 of which are applicable to the force. Details of these recommendations can be found in Appendix A.
11. Modern Slavery and Human Trafficking is one of the strands of Vulnerability which is overseen by the Vulnerability Working Group. Vulnerability is a Force priority in the Local Policing Plan and there is a 4P plan to support this, the Force SPoC is now developing a specific plan in relation to Modern Slavery and Human Trafficking. Discussion is underway as to whether delivery of these recommendations will be incorporated into the vulnerability 4P plan or will be a stand-alone action plan. Delivery will be monitored by the Vulnerability Working Group.

## **PEEL: Police Efficiency 2017 – A national overview – November 2017**

12. This national report on police efficiency (the third HMICFRS has produced) was published on 9<sup>th</sup> November 2017. The overarching question examined is the same as for the last two years; “How efficient are the police at keeping people safe and reducing crime?” However this year’s report focuses on the following questions:
  - How well does policing understand its demand?
  - How well does policing use its resources?
  - How well is policing planning for the future?
13. 2 forces were graded as outstanding (Durham and Thames Valley Police), 30 forces as good (including CoLP), 10 forces as requires improvement and no force as inadequate.
14. HMICFRS reports that findings continue to be broadly positive with most forces demonstrating they are improving the efficiency with which they operate.
15. Going forward HMICFRS has developed a prototype self-assessment template for all forces to use, the product of which will enable forces to produce an annual Force Management Statement. This document will set out a four year assessment by the Chief Officer of the force on the demand which the force is likely to face, (crime and non-crime, latent and patent) that state of the force’s assets in these four years (predominantly human assets to cover wellbeing, capacity, capability, performance, serviceability and security of supply) and the force’s projected income in that period. It will also include the force’s plans for improving efficiency over each of the four years in question. This template is currently out for consultation prior to it being introduced in 2018.
16. This report contains 1 recommendation which is applicable to the Force. Details can be found in Appendix A.

## **PEEL: Police Efficiency (including Leadership) 2017 – an inspection of the City of London Police – November 2017**

17. The force received an overall judgement of **GOOD** which is an improvement on the overall judgement given last year.
18. The overall summary of gradings is as follows:

How well does the force understand demand?	<b>GOOD</b>
How well does the force use its resources?	<b>REQUIRES IMPROVEMENT</b>
How well is the force planning for the future	<b>GOOD</b>

19. The findings against each question set for the CoLP assessment is as follows:

*How well does the force understand demand?*

- ✓ Force has developed a good understanding of current and less reported demand through its strategic threat and risk assessment (STRA) process.
- ✓ Whilst benefits of current change programmes have not yet been fully realised there are processes in place to address.
- ✗ Force must replicate these processes for previous change programmes.
- ✓ Force is taking steps for a more systematic approach to identifying inefficient activity.
- ✓ 'Innovate' programme and structures in place for listening to workforce suggestions and making changes as a result are very positive.

*How well does the force use its resources?*

- ✗ Until force completes skills audit it cannot fully understand or plan for gaps in capability.
- ✗ Whilst having an effective process to identify priorities, needs to complete work to understand what reducing and investing means for services it provides.
- ✓ Force does work with other agencies to manage demand but recognises it need to develop this further.

*How well is the force planning for the future?*

- ✓ Force's understanding of what technology can offer policing and criminals, and its plans to meet these challenges are outstanding.
- ✓ Force should implement its draft talent management strategy and communicate to workforce. *(Since the inspection the Talent Development Working Group has been established and includes workforce representation to develop an action plan to deliver the strategy.)*
- ✓ Significant work completed re Demand and Value for Money Review but force will need to implement changes as a result. *(Since the inspection update reports on the short term and longer term implementation plans have been provided to Committee.)*

20. The report contains no Causes for Concern or Recommendations, but does contain 4 Areas for Improvement. Details of these can be found in Appendix A.

## **A Progress Report on the police response to domestic abuse – 14<sup>th</sup> November 2017**

21. This report is the third in a series of thematic reports which considers the response the police service provides to victims of domestic abuse.
22. The report contains 6 Areas for Improvement all applicable to the Force and 3 Recommendations, of which 1 is directly applicable to the Force. These are detailed in Appendix A.
23. An in depth review of this report is still to be conducted (due to its recent publication) but the resultant action plan will be monitored via the Vulnerability Working Group.

### **INSPECTIONS UNDERTAKEN SINCE LAST REPORT**

24. HMICFRS – PEEL Effectiveness inspection – November 2017.  
From the 7<sup>th</sup> - 9<sup>th</sup> November 2017 the Force HMICFRS PEEL Effectiveness inspection took place. Following a risk based assessment by HMICFRS the Force was only inspected on 4 of the 5 core areas detailed below (Qs10, 12, 13 and 14). As the force received a good grading for Q 11 last year this area was not inspected on this occasion.
  - i. Q 10 - How effective is the force at preventing crime, tackling anti-social behaviour and keeping people safe.
  - ii. Q 11 - How effective is the force at investigating crime and reducing re-offending.
  - iii. Q 12 - How effective is the force at protecting those who are vulnerable from harm, and supporting victims.
  - iv. Q 13 - How effective is the force at tackling serious and organised crime.
  - v. Q 14 - How effective is the force's specialist capabilities.
25. Owing to this inspection being conducted so recently, the Force is not in a position to formally report the outcome of the inspection. The next phase will be HMICFRS moderation processes prior to the release of a draft report.
26. A 'hot' debrief that followed the inspection was delivered to Assistant Commissioner Alistair Sutherland and Deputy Chairman of Police Committee James Thomson. This was positive and no significant concerns were raised. HMICFRS stated that the force had made good progress in addressing the areas for improvement from the effectiveness inspection in 2016.

### **INSPECTIONS DUE DURING NEXT PERIOD**

27. There are no planned inspections during the next reporting period but rolling unannounced inspection programmes that could take place are:

Custody; Crime Data Integrity; Child Protection.

## CURRENT STATUS OF HMIC RECOMMENDATIONS

- 28 Ten HMICFRS reports have been managed by the Force during the quarterly reporting period of which 2 have now been completed. Four new reports as aforementioned (which include recommendations) have recently been added. The current status of recommendations is summarised in the table below with full details contained in Appendix A.
- 29 HMICFRS have not set deadlines for many of these recommendations, so the Force has set itself some challenging targets to drive forward and deliver improvements. There are currently 38 outstanding recommendations, an increase of 14 from the 24 outstanding recommendations reported in September '17. This is due to new reports very recently being received by the Force. There are 10 new greens to report and 2 new reds, demonstrating significant progress.

### Current Status of HMIC Recommendations Summary

Recommendation Summary	Number
New Green	10
Amber	25
Red	9 (including 2 new reds)
White	4
Total Amber/Red/White Recommendations	38

NB: Definitions of the RAGW assessments are set out at the beginning of the Appendix.

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

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## HMICFRS Report Recommendations

Traffic Light Colour	Definition of target achievement (as required by the Police Performance and Resource Management Sub Committee)
<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
<b>RED</b>	The recommendation is beyond designated deadline or cannot / will not be implemented (rationale required) or
<b>WHITE</b>	The recommendation is not CoLP responsibility to deliver or is dependent upon another organisation delivering a product.

## A progress report on the police response to domestic abuse

A national report by HMICFRS

Published November 2017

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There are 9 recommendations, 1 of which is national and 8 apply to force these are being progressed.

Recommendations & Areas for Improvement		Status	Due Date	Comment
1	<p><b>Areas for improvement</b></p> <p>Risk assessment – Although HMICFRS found that in general risk assessment is improving, forces still use a range of different and inconsistent practices when assessing risk, which potentially means that victims might receive different levels of service across England and Wales. HMICFRS has also raised concerns about the practice of conducting the initial risk assessment over the telephone. HMICFRS has been clear that forces should continue to use the Domestic Abuse, Stalking, Harassment and Honour-Based Violence risk identification, assessment and management model (DASH) until the College</p>	<b>AMBER</b>	No deadline set by HMICFRS	<p>This report was published on the 14<sup>th</sup> November 2017. Strategic Development have scheduled a meeting with the Head of Public Protection Unit w/c 20<sup>th</sup> November to discuss and formulate an action plan.</p> <p>The action plan will include deadlines for completion.</p>

	Recommendations & Areas for Improvement	Status	Due Date	Comment
	of Policing has completed its pilot on a national risk-assessment model for frontline officers.			
2 Page 62	<p><b>Areas for improvement</b> Positive action and the role of arrest – Despite very clear guidance in Authorised Professional Practice, there appears to be confusion about what positive action involves. Police officers have a duty to take positive action when dealing with domestic abuse incidents. Often this means making an arrest, provided that the grounds exist, and it is a necessary and proportionate response. The use of arrest is falling at an alarming rate, which can be explained in part by the misguided belief of some officers that their actions in not arresting the perpetrator are ‘victim-focused’. Officers need clear supervision and direction to ensure that all opportunities for an early arrest are taken. This is particularly true in relation to perpetrators of domestic abuse. It is crucial that such an approach is part of an effective process to protect victims and ensure their continuing safety.</p>	AMBER	No deadline set by HMICFRS	<p>This report was published on the 14<sup>th</sup> November 2017. Strategic Development have scheduled a meeting with the Head of Public Protection w/c 20<sup>th</sup> November to discuss and formulate an action plan.</p> <p>The action plan will include deadlines for completion.</p>
3	<p><b>Areas for improvement</b> Build the case for the victim – HMICFRS accepts that domestic abuse victims are often reluctant to support a prosecution, given the financial, housing and family connections they might have with the perpetrator, or the level of control which they may be under. Despite this, there are opportunities for investigators to build a sound case against the perpetrator whether the victim supports a prosecution or not. It is important that police officers are clear about what constitutes an acceptable level of investigation in all cases of domestic abuse. Given the high and increasing number of cases that are closed due to ‘evidential difficulties – victim does not support</p>	AMBER	No deadline set by HMICFRS	<p>This report was published on the 14<sup>th</sup> November 2017. Strategic Development have scheduled a meeting with the Head of Public Protection w/c 20<sup>th</sup> November to discuss and formulate an action plan.</p> <p>The action plan will include deadlines for completion.</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>police action', it is vital that clear standards and expectations are set for building the best possible case for the victim (including working with specialist domestic abuse services), which increase the likelihood of a victim working with the criminal justice process and giving evidence at a trial.</p>			
<p><b>Areas for improvement</b> A shared view with the Crown Prosecution Service (CPS) on referrals and prosecutions – There is wide variation in the number of cases which police forces refer to the CPS. Referrals are declining and charge rates are falling year on year. Police forces and the CPS have been examining this matter in an attempt to understand the variation and reduction in the rate of referrals. During the period of this report, the CPS has also invested in training to ensure that its staff are building the case for the victim, even when the victim does not want to make a complaint. However, this cannot be done if the case is not presented to the CPS. To reverse the current trend, forces need to work closely with the CPS to understand when cases should be referred.</p>	AMBER	No deadline set by HMICFRS	<p>This report was published on the 14<sup>th</sup> November 2017. Strategic Development have scheduled a meeting with the Head of Public Protection w/c 20<sup>th</sup> November to discuss and formulate an action plan.</p> <p>The action plan will include deadlines for completion.</p>
<p><b>Areas for improvement</b> The elements of a thorough police response – The overall response to domestic abuse has improved over the last three years, but the service provided for domestic abuse victims is not consistent across all 43 forces. Early and accurate identification of risk, followed by timely deployment, frontline officers who understand the dynamics of domestic abuse, early arrest and effective evidence-gathering at the scene are highly likely to provide the best chance of securing a conviction. Where a charge is not appropriate, forces need to consider the use of powers such as DVPNs/DVPOs and referrals to appropriate specialist domestic abuse organisations to protect</p>	AMBER	No deadline set by HMICFRS	<p>This report was published on the 14<sup>th</sup> November 2017. Strategic Development have scheduled a meeting with the Head of Public Protection w/c 20<sup>th</sup> November to discuss and formulate an action plan.</p> <p>The action plan will include deadlines for completion.</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>and safeguard the victim. The investigation of the perpetrator, and continuing support for the victim (e.g. consistent and timely information and communication about the progress of the case) are equally critical. Some forces are better than others at each part of the response to domestic abuse. From the first point of contact, the police service needs to ensure that it understands each element of its response to domestic abuse to help ensure that its response is effective.</p>			
<p><b>Areas for improvement</b>            Consistent performance measures – In our last domestic abuse thematic report Increasingly everyone’s business, HMICFRS highlighted that some forces had still not completed comprehensive analysis to understand domestic abuse within their area. Throughout this inspection, we have worked with forces to analyse their data, and found that many forces still struggle to record and accurately reflect their performance through the data they collect. They are still unable to explain what is happening in terms of arrest and outcome data even where this is particularly high or low. This suggests that these forces are not monitoring their data for insight into what is changing (or not) in the policing of domestic abuse. Given the importance of the police response to domestic abuse, it is disappointing to see that forces still do not record their performance relating to domestic abuse in a consistent way. Force leaders should use force data more effectively in order to understand demand and monitor performance.</p>	<b>AMBER</b>	No deadline set by HMICFRS	<p>This report was published on the 14<sup>th</sup> November 2017. Strategic Development have scheduled a meeting with the Head of Public Protection w/c 20<sup>th</sup> November to discuss and formulate an action plan.</p> <p>The action plan will include deadlines for completion.</p>
<p><b>Recommendation: National Oversight Group</b></p> <ul style="list-style-type: none"> <li>The National Oversight Group, chaired by the Home Secretary, has played a vitally important and successful role in improving the police response to domestic abuse through its public scrutiny of progress against each of HMICFRS’ 2014</li> </ul>	<b>WHITE</b>	No deadline set by HMICFRS	<p>This action is for the National Oversight Group.</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>and 2015 national recommendations. The group was expanded in 2016 to include representatives from NHS England, Department for Education, Local Government and social care organisations, and in early 2017 the group's remit was broadened to cover so-called 'honour-based' violence, as well as stalking and harassment.</p> <ul style="list-style-type: none"> <li>The National Oversight Group should continue to monitor and report on the progress made in implementing this further set of recommendations, as well as those from previous reports that are outstanding.</li> </ul>			
<p><b>Recommendation: National domestic abuse data monitoring</b></p> <ul style="list-style-type: none"> <li>The Office for National Statistics (ONS) published in 2016 a new statistical bulletin and data tool in relation to domestic abuse, bringing together certain data on domestic abuse at a force level. This has started to enable police and crime commissioners, chief police officers, crown prosecutors and other agencies within the criminal justice system to enhance their understanding of how domestic abuse is dealt with in their local areas, and improve the monitoring of performance and setting of priorities.</li> <li>The Home Office, the Ministry of Justice, the Crown Prosecution Service, the National Police Chiefs' Council (NPCC), the Association of Police and Crime Commissioners (APCC), the College of Policing, HMICFRS and domestic abuse organisations should continue to work with the Office of National Statistics to expand this data set to enable a more thorough analysis of how domestic abuse is dealt with in a force area.</li> </ul>	AMBER	No deadline set by HMICFRS	<p>This report was published on the 14<sup>th</sup> November 2017. Strategic Development have scheduled a meeting with the Head of Public Protection w/c 20<sup>th</sup> November to discuss and formulate an action plan.</p> <p>The action plan will include deadlines for completion.</p>
<p>9 <b>Recommendation: Update of forces' domestic abuse action plans</b> Update of forces' domestic abuse action plans</p>	AMBER	April 2018	This report was published on the 14 <sup>th</sup> November 2017. Strategic Development have scheduled a meeting with the Head of Public

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>By April 2018, 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 specified below, and publish its revised action plan accordingly.</p> <ul style="list-style-type: none"> <li>• <b>Recording.</b> There is considerable variation between forces in the proportion of recorded crime identified as relating to domestic abuse. Forces need to ensure that domestic abuse crime including coercive control is being correctly identified and recorded.</li> <li>• <b>Assessing and responding to risk.</b> Forces should ensure arrangements for assessing and managing risk are well understood by officers and staff, especially at initial point of contact, and decision making about the grading of, and attendance at, domestic abuse incidents is supervised effectively.</li> <li>• <b>Positive and preventative action.</b> Nationally, arrest rates for domestic abuse are falling, with large variations across forces. There are considerable variations in the use of preventative measures. Forces need monitoring processes, supported by accurate data, to ensure that they are taking positive action such as arrest, and are making effective use of powers, for example Domestic Violence Protection Orders and the Domestic Violence Disclosure Scheme. Where orders or bail conditions are breached, forces need to ensure that there are appropriately robust processes in place to take action.</li> <li>• <b>Building the investigative case.</b> Forces need to ensure that there are clear standards and expectations, with effective supervision, for building the best possible case for the victims of domestic abuse whether victims support police action or not.</li> </ul>			<p>Protection w/c 20<sup>th</sup> November to discuss and formulate an action plan.</p> <p>The action plan will include deadlines for completion.</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>• <b>CPS referrals and prosecutions.</b> Nationally, referrals and charge rates are falling. Forces need to monitor the data and work closely with the CPS to understand whether improvement is required, and, if so, to effect change.</p> <p>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 commissioners. This should be a personal responsibility of the chief constable in each case. The leadership task for the service now is to sustain the level of determination and commitment seen since the publication of Everyone’s business to ensure that the police response to victims of domestic abuse continues to improve. HMICFRS will continue to monitor progress against force action plans as part of their PEEL inspection regime.</p>			

## PEEL: Police Efficiency – National

A force report by HMICFRS  
Published November 2017

There is 1 recommendation and this applies to the force.

Recommendations & Areas for Improvement		Status	Due Date	Comment
1	<p><b>Recommendation</b> By September 2018, chief constables should produce an ambitious plan to improve digitally-enabled services within their force. The Home Office, National Police Chiefs' Council and Association of Police and Crime Commissioners should support the development of these plans by establishing a national framework which allows for the provision of digitally-enabled services across force boundaries</p>	AMBER	September 2018	This report was published on the 9 <sup>th</sup> November 2017. The force is currently assigning an action plan owner, thereafter Strategic Development will work with them to determine necessary actions, action owners and deadlines for completion.

## PEEL: Police Efficiency [including leadership] 2017 - COLP

A force report by HMICFRS  
Published November 2017

There are 4 recommendations which apply to force, these are to be progressed.

Recommendations & Areas for Improvement		Status	Due Date	Comment
1	<p><b>Areas for improvement</b> The force should put in place better processes and governance to understand and realise the benefits of change programmes, and how they affect the force's ability to meet likely future demand efficiently.</p>	AMBER	No deadline set by HMICFRS	This report was published on the 9 <sup>th</sup> November 2017. The force is currently assigning an action plan owner, thereafter Strategic Development will work with them to determine necessary actions, action owners and deadlines for completion.
2	<p><b>Areas for improvement</b> The force should undertake appropriate activities to fully understand its workforce's capabilities, in order to identify any gaps and put plans in place to address them. This will enable the force to be confident in its ability to be efficient in meeting current and likely future demand.</p>	AMBER		

Recommendations & Areas for Improvement		Status	Due Date	Comment
3	<b>Areas for improvement</b> The force should ensure that it understands the level of service that can be provided at different levels of costs, so it can identify the optimum level of service provision.	AMBER		
4	<b>Areas for improvement</b> The force should do more to explore opportunities for further collaboration with partner organisations to improve services, drive efficiencies and better manage demand for its services in the future.	AMBER		

## Stolen freedom: the policing response to modern slavery and human trafficking

A national report by HMICFRS

Published October 2017

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There are 11 recommendations; 7 of which apply to force, these are to be progressed.

Recommendations & Areas for Improvement		Status	Due Date	Comment
1	<b>Recommendation</b> Within six months, the National Crime Agency (NCA) and regional organised crime units (ROCU) should assure themselves that their roles and responsibilities in tackling the organised crime groups linked to modern slavery and human trafficking at a national and international level are clear and understood by all law enforcement agencies.	WHITE	April 2018	This action is for the National Crime Agency and Regional Organised Crime Units

Recommendations & Areas for Improvement		Status	Due Date	Comment
2	<p><b>Recommendation</b></p> <p>Within twelve months, forces should review their leadership and governance arrangements for modern slavery and human trafficking, to ensure that:</p> <ul style="list-style-type: none"> <li>• senior leaders prioritise the response to modern slavery and human trafficking;</li> <li>• every incident of modern slavery identified to police is allocated appropriate resources with the skills, experience and capacity to investigate it effectively;</li> <li>• forces develop effective partnership arrangements to co-ordinate activity in order to share information and safeguard victims; and</li> <li>• Performance and quality assurance measures are in place to allow senior leaders to assess the nature and quality of the service provided to victims.</li> </ul>	<b>AMBER</b>	October 2018	The Force SPOC for Modern Slavery and Human Trafficking has received the report and is currently considering necessary actions which will be captured within an action plan (or 4P Plan) to be developed before 29 <sup>th</sup> November (next Vulnerability Steering Group) with assigned action owners and deadlines.
3	<p><b>Recommendation</b></p> <p>Within six months, the NCA should have a process in place to maximise the use of all the data from the National Referral Mechanism (NRM) and Duty to Notify forms (where they contain actionable intelligence), and include within this steps to ensure that:</p> <ul style="list-style-type: none"> <li>• all NRM forms submitted by partner agencies are developed and appropriately forwarded to relevant forces as soon as possible to ensure that identified victims are flagged up and investigations can commence, with a clear audit process to show how and when they have been assessed and shared; and</li> <li>• all NRM forms are compiled in a format that is accurate, searchable, and enables the assessment of information for intelligence purposes.</li> </ul>	<b>WHITE</b>	April 2018	This action is for the National Crime Agency.

Recommendations & Areas for Improvement		Status	Due Date	Comment
4	<p><b>Recommendation</b>            Within six months, forces should have in place active information-sharing agreements with other agencies to facilitate speedy exchange of intelligence and in order to safeguard victims better and to identify suspects as early as possible.</p>	AMBER	April 2018	An action plan is currently being considered.
5	<p><b>Recommendation</b>            Immediately, forces should ensure that all victims carrying out criminal acts under compulsion attributable to slavery or exploitation are afforded the protection of early and continuing consideration of the applicability of the section 45 defence.</p>	AMBER		The Force will assign a deadline as part of the action plan which is being considered.
Page 71	<p><b>Recommendation</b>            Immediately, forces should take steps to ensure they are fully compliant with the NRM process as it evolves and are implementing the requirement placed upon them under the Modern Slavery Act 2015 to notify the Home Office of any individual suspected to be an adult victim of modern slavery or human trafficking.</p>	AMBER		The Force will assign a deadline as part of the action plan which is being considered.
7	<p><b>Recommendation</b>            Immediately, forces should take steps to ensure they fully comply with national crime recording standard (NCRS) requirements for offences identified as modern slavery and human trafficking and that sufficient audit capacity is available to the force crime registrar to provide reassurance that each force is identifying and managing any gaps in its crime-recording accuracy for these types of offences.</p>	AMBER		The Force will assign a deadline as part of the action plan which is being considered.

Recommendations & Areas for Improvement		Status	Due Date	Comment
8	<p><b>Recommendation</b> Immediately, forces should ensure that allegations or indications of modern slavery and human trafficking are thoroughly investigated and effectively supervised by teams and individuals with the skills and experience to undertake them (this should include the use where appropriate of joint intelligence teams and other means to obtain intelligence and evidence from agencies overseas).</p>	AMBER		The Force will assign a deadline as part of the action plan which is being considered.
9	<p><b>Recommendation</b> Immediately, forces should review their use of preventative powers under the Modern Slavery Act 2015 to ensure that opportunities to restrict the activities of those deemed to pose a clear threat to others in respect of modern slavery and human trafficking offences are exploited.</p>	AMBER		The Force will assign a deadline as part of the action plan which is being considered.
10	<p><b>Recommendation</b> Within twelve months, the College of Policing should ensure that forces are provided with high-quality, legally-validated learning products on modern slavery and human trafficking, in order to raise awareness and capability among all frontline staff.</p>	WHITE	October 2018	This action is for the College of Policing.
11	<p><b>Recommendation</b> Within twelve months, the College of Policing should work to improve knowledge and expertise in investigators up to senior investigating officer level, drawing on the experiences of all police forces. This should include improved understanding of the use of joint intelligence teams (JITs) and other means to obtain intelligence and evidence from agencies overseas, and the use of preventative orders.</p>	WHITE	October 2018	This action is for the College of Policing.

# Making it fair - A joint inspection of the disclosure of unused material in volume crown court cases

A joint national report by HMCPSi and HMICFRS  
Published July 2017

There are 9 recommendations; 5 of which apply to force, 1 is complete and 4 to be progressed.

Recommendations & Areas for Improvement		Status	Due Date	Comment
Page 73	Immediately, police and CPS must correctly identify all disclosure issues relating to unused material at the charging stage and this must be reflected fully in an action plan	AMBER	January 2018	At the October 2017 meeting of the London Criminal Justice Board DAC Hewitt [MPS] tasked “all agencies to develop bespoke action plans for single-agency issues, and MPS, CoLP and BTP to create joint-action plans for multi-agency issues”. A meeting was scheduled with the CPS for 21 <sup>st</sup> November 2017 to discuss this task [post this report] with the next scheduled meeting of the London Criminal Justice Board on the 23rd November 2017.
4	Within six months police forces should improve their supervision of case files, with regard to the handling of unused material. This process should be supported by the requirement for supervisors to sign the Disclosure Officer’s Report each time this is completed	AMBER	January 2018	The force has gone live with the Niche system (Crime, Intelligence, Case Prep and Custody) on 25/10/2017 and the new process is being reviewed to ensure compliance.
6	Within six months, all police forces should establish the role of dedicated disclosure champion and ensure that the role holder is of sufficient seniority to ensure they are able to work closely with the CPS Area Disclosure Champions using the existing meetings structure to ensure that disclosure failures are closely monitored and good practice promulgated on a regular basis	NEW GREEN	January 2018	The Disclosure Champion has been nominated as the Head of Administration of Justice with a Detective Inspector within the unit as deputy. Their brief is to ensure meetings are attended, disclosure failures are addressed and good practice identified and disseminated in Force.

Recommendations & Areas for Improvement		Status	Due Date	Comment
8	Within 12 months, the police and the CPS should review their respective digital case management systems to ensure all digital unused material provided by the police to the CPS is stored within one central location on the CPS system and one disclosure recording document is available to prosecutors in the same location	AMBER	July 2018	A meeting was scheduled with the CPS for 21 <sup>st</sup> November 2017 [post this report] to ensure suitable working arrangements/ communications processes and reviews are in place.
9	Within six months, the CPS and police should develop effective communication processes that enable officers in charge of investigations and the allocated prosecutor to resolve unused material disclosure issues in a timely and effective manner	AMBER	January 2018	

## Living in fear - the police and CPS response to harassment and stalking

A joint national report by HMCPSi and HMIC  
Published July 2017

There are 22 recommendations; 4 of which apply to force.

Recommendations & Areas for Improvement		Status	Due Date	Comment
8	Chief constables should stop the use of Police Information Notices and their equivalents immediately.	WHITE	Immediate	All reccs 8-11 awaiting national NPCC decision.
9	Chief constables should ensure that officers are aware of, and use appropriately, the powers of entry and search for stalking. Chief constables should also ensure that adequate records of these searches are compiled for audit and compliance purposes.	WHITE	No deadline set by HMICFRS - force to determine its own deadlines pending NPCC decision	
Page 75	Chief constables should work with criminal justice partners to identify what programmes are available to manage offenders convicted of harassment and stalking offences in their respective force areas. In the absence of such programmes, they should review whether interventions could and should be established.	WHITE		
11	Chief constables and CPS Area leads should monitor and ensure compliance with the national stalking protocol.	WHITE		

## PEEL: Police Effectiveness 2016

A Force report by HMIC  
Published March 2017

There are a total of 13 actions for the force. 6 are complete and 7 in progress

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p><b>Areas for improvement</b> The force should enhance its ability to gather and use intelligence from a range of sources to develop its understanding of serious and organised crime.</p>	<p><b>NEW GREEN</b></p>	<p>Sept 17 [internal deadline]</p>	<p>The force has engaged with Durham, Merseyside and Essex to understand the Serious and Organised crime process in other forces. There has been a process of engagement with officers and staff to increase awareness and this has resulted in an increase in the number of intelligence reports submitted.</p> <p>A senior CoLP analyst has been seconded to the City of London Corporation to harvest partner intelligence. There is a much better understanding and use of Government Agency Intelligence Network.</p> <p>HMRC, a key serious and organised partner, currently embeds 2 of their operatives in force.</p> <p>The Economic Crime directorate maintains and explores opportunities of further development information sharing arrangements with key industry and regulatory organisations.</p> <p>All force intelligence circulation including the daily briefing highlight where information relates to serious and organised crime / organised crime groups.</p> <p>A serious and organised peer review has been undertaken, the recommendations from which have been received in force late October 2017 and added to existing improvement plans.</p> <p>As part of plans for continual improvement the force will seek to improve intelligence gathering with law enforcement partners and improve its exploitation of the Government Agency Intelligence Network.</p>

	Recommendations & Areas for Improvement	Status	Due Date	Comment
8 Page 77	<p><b>Areas for improvement</b> The force should ensure that it maps all organised crime groups promptly following identification.</p>	NEW GREEN	Sept 17 [internal deadline]	<p>Processes are in place for new operations to help ensure the early identification of organised crime groups including guidance and mapping requirements. This is included in the roles and responsibilities of Lead Responsible Officers.</p> <p>The governance structure for serious and organised crime has been enhanced; Directorate level meetings now feed into a Force meeting chaired by T/Commander Jane Gyford.</p> <p>The delivery of awareness training and with the go-live of Niche [25<sup>th</sup> October 2017] will further embed the timely identification of organised crime gangs and referral processes.</p>
9	<p><b>Areas for improvement</b> The force should ensure that it prioritises activity aimed at tackling organised crime groups effectively in order to protect communities from harm.</p>	NEW GREEN	Sept 17 [internal deadline]	<p>The force uses a strategic threat assessment process and MoRiLE, which also considers NCA strategic assessments. New Directorate Serious and Organised Crime oversight boards have been introduced which feed into the Force SOC meeting chaired by T/Commander Jane Gyford. These meetings together with existing tactical tasking and covert arrangements support the priorities of activity.</p>
10	<p><b>Areas for improvement</b> The force should improve its understanding, across the government's national 4P framework, of the impact of its activity against serious and organised crime, and ensure that it</p>	NEW RED	Sept 17 [original internal deadline]	<p>The role of lead responsible officer [LRO] has been raised to a minimum level of Inspector rank to take responsibility for serious and organised crime intelligence and organised crime mapping. The role and responsibilities of LROs have been documented.</p> <p>By January 2018 the following are due for completion:</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>learns from experience to maximise the force's disruptive effect on this activity</p>		<p>Now due: January 2018 and June 2018</p>	<ul style="list-style-type: none"> <li>• Newly appointed LROs are nominating leads for the PREVENT, PROTECT and PURSUE elements of their management plans.</li> <li>• Management plans to be reviewed by Directorate Serious and Organised crime leads for compliance.</li> <li>• LROs to review their management plans to maximise the impact of using partner agencies / third sector organisations where expedient to do so.</li> <li>• LROs to review their management plans to secure cross-Directorate resources using the tactical tasking and co-ordination process (TTCG).</li> </ul> <p>The Fraud Academy will develop a LRO training programme which will include continual professional development, this will be completed by June 2018.</p>
<p><b>Areas for improvement</b> The force should enhance its approach to the lifetime management of organised criminals to minimise the risk they pose to local communities. This approach should include routine consideration of ancillary orders, partner organisation powers and other tools to deter organised criminals from continuing to offend.</p>	<p><b>NEW GREEN</b></p>	<p>Sept 17 [internal deadline]</p>	<p>A position paper has been agreed by the force's NPCC team (June 2017) that will see the creation of dedicated PREVENT officers. PREVENT officers will have responsibility for the lifetime management of high-harm OCG members.</p> <p>The role of LROs have been reviewed and elevated to the minimum level rank of Inspector; roles and responsibilities have been defined. The creation of Directorate level Serious and Organised governance meetings feeding into a force level meeting chaired by a Chief Officer ensures that ancillary orders, partner organisation powers and other tools are considered.</p> <p>The force has produced a Serious and Organised Action plan which to ensure continual improvement</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
12	<p><b>Areas for improvement</b></p> <p>The force should improve its understanding of the impact of its activity on serious and organised crime and ensure that it learns from experience to maximise the force's disruptive effect on this activity.</p>	NEW RED	<p>Sept 17 [Original internal deadline]</p> <p>Now due: March 2018</p>	<p>The roles and responsibilities of Lead Responsible Officer have been reviewed and redefined. These roles are now held at a minimum level of Inspector rank.</p> <p>Debrief reports are produced and held centrally on a database, these reports include specific recommendations, progress against which are tracked on the database.</p> <p>Analysis to understand which tactics are having best effect has commenced and will be embedded by March 2018.</p>
13	<p><b>Areas for improvement</b></p> <p>The force needs to test its own vulnerability to significant cyber-attack.</p>	NEW GREEN	<p>Sept 17 [internal deadline]</p>	<p>Regular penetration testing is now conducted as part of the force's cyber PROTECT/ PREVENT plan. The first formal PREPARE exercise took place on the 6<sup>th</sup> September 2017; debrief report produced with owner and follow-up actions.</p>

## Best Use of Stop and Search Scheme revisit 2016

A Force report by HMIC  
Published February 2017

HMIC reported that following a revisit in November 2016 they found that the force was compliant with the Best Use of Stop and Search scheme having previously failed on 2 requirements.

HMIC further advised that the force's monitoring and analysis could be further enhanced and these suggestions have been accepted and are reported below.

Total of 3 actions: relevant to the City of London Police and in progress.

Recommendations & Areas for Improvement		Status	Due Date	Comment
<b>Areas for Enhancement</b> Enhance monitoring data on:				
1	the reason for searches (e.g. drugs) by ethnicity and age	RED	April 2017 [Original internal deadline]	The force has accepted HMICs suggested enhancements but with existing systems it was not possible to produce the information. However with the introduction of Niche [25 <sup>th</sup> October 2017] it is anticipated that these enhancements will be possible with a view to establishing a capability by January 2018.
Page 80	the rate at which the item searched for is found, by ethnicity and age	RED	Now Due: January 2018	
	Individual officer/team data – totals, outcomes and find rate, by ethnicity and age.	RED		

## PEEL: Police Legitimacy 2016 – National

A National report by HMIC

Published December 2016

Total of 3 actions are relevant to the City of London Police, 2 are complete and 1 is in progress.

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p><b>Cause of concern</b> HMIC is concerned that some forces are failing to comply with current national vetting policy. This means that these forces are employing individuals who have not undergone even basic vetting checks, which represents a significant risk to the integrity of the organisation.</p> <p><b>Recommendation</b> To address this cause of concern, HMIC recommends that:</p> <ul style="list-style-type: none"> <li>• Within six months, all forces not already complying with current national vetting policy should have started to implement a sufficient plan to do so.</li> <li>• Within two years, all members of the police workforce should have received at least the lowest level of vetting clearance for their roles.</li> </ul>	<b>GREEN</b>	June 2017	<p><u>Within 6 months</u> The Head of Professional Standards confirms that current national vetting standards are being complied with.</p> <p>New national guidelines were expected in 2017 but their publication has been delayed with no new timescales announced.</p> <p>The Professional Standards Control Strategy has been produced and vetting is fully referenced within it.</p>
	<b>AMBER</b>	December 2018	<p><u>Within 2 years</u> Vetting clearance is already embedded within recruitment processes. Steps are being taken ensure appropriate vetting levels are maintained for officers and staff transferring roles within force.</p> <p>A directory of roles requiring enhanced vetting is being compiled and responses from Directorates continues to be collated.</p>

## PEEL: Police Legitimacy 2016 - CoLP

A Force report by HMIC  
Published December 2016

Total of 5 actions: 0 are national and outside the remit of City of London Police.

5 are relevant to the City of London Police, 2 are in progress (with an element of 1 now closed) and 3 are complete

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p><b>Areas for improvement</b> The force should improve how it demonstrates that it has taken action to improve how it treats all the people it serves.</p>	NEW CLOSED	April 2017	<p>Professional Standards implemented a questionnaire as part of the post complaint procedure to establish feedback from the complainant. This was trialled for a 3 month period however the force did not receive any replies. The use of an external agency to provide a feedback service has been considered but discounted on the basis of value for money.</p> <p>Complainants have regular and repeated contact with investigating officers throughout an investigation and have the ability to air concerns in relation to the investigation throughout. These can be escalated to the Appropriate Authority for an opinion where appropriate. PSD do not believe that any further action is required in this area.</p>
	Corporate Communications has instigated a number of actions these are reported below:		
	NEW GREEN	April 2017	<p><b>Action Required:</b></p> <ol style="list-style-type: none"> <li>I. Build communications channels both internal and external to enable information to be received. <span style="float: right;">[1.2]</span></li> </ol> <p><b>Current Position:</b> CoL Procurement has been briefed regarding the procurement of a contract for surveying and a process is underway to establish external audience views. In the interim the Force, through Corporate Communications, will be using free online survey tools, with enhanced</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
			<p>promotion via established channels. Internally several new communication channels have been developed to facilitate seeking staff views, including the internal Comms Forum Technology options are also being reviewed to enable the force to gather views from across the organisation</p> <p>Small group meetings are now held with Chief Officers and are proving popular channels, such as breakfast with the AC, and ad-hoc musters and briefings attended by T/Commander Ops.</p>
			<p><b>NEW GREEN</b></p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
	NEW GREEN	April 2017	<p><b>Action Required:</b></p> <p>III. Work with the City of London Corporation to establish how we can work together to use their existing channels and tools to engage with the hard to reach communities within the City, such as via the City Resident magazine. [1.4]</p> <p><b>Current Position:</b></p> <p>Fortnightly electronic Skyline news bulletin has been launched with invitations sent via existing CoL and CoLP databases to subscribe (free). This is also being promoted at regular business and community engagement working groups. Working with City Resident Publication team to continue engagement via the City Resident magazine. They have committed to including contact details (on Twitter, Facebook etc) in Bengali. A City Police Communities page has been launched on Facebook for specific engagement with resident communities.</p>
	RED	Original: April 2017  Now due: February 2018	<p><b>Action Required:</b></p> <p>IV. External website to be redesigned to include a 'you said, we did' section. [1.5]</p> <p><b>Current Position:</b></p> <p>2 designs for the force website have been produced that will bring force policing priorities to the fore and representing 'you said, we did'. It is anticipated that this will be implemented February 2018.</p>
	NEW GREEN	April 2017	<p><b>Action Required:</b></p> <p>V. Have 'you said, we did' as content on our Twitter feed [1.6]</p> <p><b>Current Position:</b></p> <p>Twitter and Facebook activity took place between 24<sup>th</sup> April and 5<sup>th</sup> May 2017, including 'you said, we did' materials. An evaluation of the first</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
				<p>campaign is being undertaken.</p> <p>The content for a second wave of social media activity took place September 2017.</p>
4	<p><b>Areas for improvement</b> The force should improve how it identifies and understands its workforce's wellbeing needs.</p>	NEW GREEN	March 2017	<p>The force has undertaken a staff survey, including wellbeing which was facilitated by Durham University.</p> <p>The results of this survey have been made available to the workforce and an action plan is being formulated.</p> <p>The terms of reference for the Force Health and Meeting have been amended to include Wellbeing as a standing item</p> <p>The force has established a Well Being Plan and a Senior Officer has absorbed the role of Well Being Champion.</p>
5	<p><b>Areas for improvement</b> The force should improve how it manages individual performance of its officers and staff.</p>	RED	<p>Original deadline March 2017 Now due: February 2018</p>	<p>The force has established a Performance Development Action Plan with a timeline for delivery of February 2018.</p> <p>The Talent Development Strategy has been produced against this plan with its own delivery plan which is in draft and being consulted on at the new Talent Development Working group before sign off at the Strategic Workforce planning meeting January 2018.</p>

## PEEL: Police Efficiency 2016 CoLP

A Force report by HMIC  
Published November 2016

Total of 5 actions: 0 are national and outside the remit of City of London Police.  
5 are relevant to the City of London Police, 4 are complete and 1 in progress.

Recommendations & Areas for Improvement		Status	Due Date	Comment
5	<p><b>Areas for improvement</b></p> <p>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.</p>	RED	<p>March 2017 [Original Internal deadline]</p> <p>Now due April 2018</p>	<p>This work has been addressed in the Workforce Plan to an extent and further developed by the use of Deloitte consultants who have reported. Findings from the Deloitte report have been developed into a plan and a series of briefings to the workforce by Commander Operations took place in September 2017.</p> <p>A skills audit has been completed for police officers. A similar audit is being undertaken for Police staff and is due for completion in April 2018.</p>

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

National report by HMIC  
Published April 2016

Total of 6 actions: 1 are national and outside the remit of City of London Police.  
5 are relevant to the City of London Police now complete

Recommendations & Areas for Improvement		Status	Due Date	Comment
3	<p><b>Recommendation</b></p> <p>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</p>	NEW GREEN	<p>April 2017 [Internal deadline]</p>	<p>The force undertakes regular testing exercises. This area of work has been allocated to an Inspector resource to co-ordinate. Learning from exercises is captured at de-briefs and recorded on a central database (MONITOR) and reported to Organisational Learning Forum.</p> <p>A central repository of documents relating to testing exercises has been created and the requirements for additional resources for Testing and Exercising are currently being considered as part of the current STRA</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
Organisational Learning process.			process with a business case due to be submitted to the December 2017 Force Strategic Management Board.
<p>5</p> <p><b>Recommendation</b> 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.</p>	<b>NEW GREEN</b>	April 2017 [Internal deadline]	<p>NCALT training packages and awareness are utilised in embedding the JESIP principles in force. This training is now mandatory. Learning and Development are incorporating these packages into their training plans. In addition, learning outcomes from training exercises are fed into the force Organisational Learning Forum.</p> <p>MPS tri service training is also utilised, however this was suspended following the terrorist incidents and has been rescheduled.</p> <p>Exercises are debriefed and associated actions are recorded and tracked on an electronic database to ensure delivery thus evidencing that learning has been embedded.</p>

## PEEL: Police efficiency 2015

An inspection of the City of London Police by HMIC

Published October 2015

Total of 2 actions: 0 are national and outside the remit of City of London Police.

2 were areas relevant to the City of London Police, 1 is still in progress.

Recommendation		Status	Due Date	Comment
2	To support the workforce plan, the force should improve how it records and retains information concerning the skills and knowledge of the workforce to identify future training needs.	<b>RED</b>	March 2016 [Original Internal deadline] Now due: April 2018	An initial skills audit for the workforce has been undertaken with a more detail review for Police Officers completed in September 2017. A similar work plan will commence in December 2017 for Police staff with a scheduled completion date of April 2018. Training requirements are being captured as part of the annual STRA process, thus informing the force training plan. The STRA identifies future needs.

## 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

Actions for the City of London Police are now complete.

Area for Attention		Status	Due Date	Comment
1	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. 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.	<b>NEW GREEN</b>	February 2016 [Internal deadline]	A monthly report regarding the outcomes of juveniles who have been in police custody has been developed and is distributed monthly to Senior Management Teams [Uniform Policing and Crime Directorates, and also sent to Children's Services and Education Departments at the City of London. An online questionnaire has been introduced to capture feedback from youths detained in custody. Any feedback received will be submitted to UPD senior management, vulnerability working group and custody user group.

<b>Committee(s):</b>	<b>Date:</b>
Police Performance and Resource Management Sub Committee- For information	30 <sup>th</sup> November 2017
<b>Subject:</b>	<b>Public</b>
Human Resources Monitoring Information 1 <sup>st</sup> April 2017 – 30 <sup>th</sup> September 2017	
<b>Report of:</b>	<b>For Information</b>
Commissioner of Police Pol 77-17	
<b>Report author:</b>	
Julia Perera, T/ HR Director	

### Summary

This report sets out the City of London Police ('the Force') human resources monitoring data for the period 1<sup>st</sup> April to the 30<sup>th</sup> September 2017. The data presented is in the format previously agreed by the Committee. The data in the report includes information on:

- The Force strength – which at the end of September 2017 was 669.09 (FTE) Police Officers and 431.16 (FTE) Police Staff which includes PCSOs and Agency staff.
- The Establishment was 735 for officers and 465.1 for staff at the end of September 2017.
- Joiners and leavers – 27 Police Officers joined the Force during the reporting period, and 38 left. There have been 40 Police Staff joiners, 31 have left. There have been 15 Special Constabulary Officers joined the force, 2 members of the Special Constabulary have left the force
- Exit Interviews – Officers and staff when leaving the organisation are asked to complete one of these with their line manager or person of choice, however as this is not mandatory the return rate is low.
- Ethnicity – The proportion of regular Police Officers from an ethnic minority background in the Force is 5.8%, the proportion of Police staff from an ethnic minority background is 19.9%.
- Sickness – the average working days lost for Police Officers is 2 days and for Police Staff is 2.2 days per year.
- For both Police Officers and Police Staff the City of London Police is second in the Home Office League tables out of all forces for sickness performance.
- Grievances – 4 grievance cases have been submitted by 1 Police Officer and 3 Police Staff during the reporting period.
- Employment Tribunals – There have been no new Employment Tribunal cases received during the reporting period.

### Recommendation(s)

Members are asked to note the report

## Main Report

### Background

1. The City of London Police Human Resources Department provide a performance monitoring report to the Police Performance and Resource Management Sub Committee. This report covers the reporting period between 1<sup>st</sup> April 2017 and 30<sup>th</sup> September 2017. This report is set out in the format that the Committee has requested.

### Workforce management

2. The City of London Police currently has an overall strength of 669.09 Police Officers, against an establishment model of 735. The establishment is based on the agreed Force Structure models. Significant work has been undertaken on workforce planning during the reporting period through the Strategic Workforce Planning Meeting which is chaired by the Assistant Commissioner. The Assistant Commissioner oversees all workforce planning activity within the Force and reviews the Force structure to ensure that we continue to operate in line with financial reductions. The Force has also introduced a robust programme of Local Resource Planning Meetings between each Directorate and their HR Business Partner.
3. The Force has a Workforce Plan which has a details the workforce today in terms of numbers, skills (although a full skills audit is still in progress) and demographics and also a future understanding of the pressures and demands that will impact on the workforce over the next 5 years. As a result of this understanding the Force also has extensive recruitment and training plans, which means that by 30<sup>th</sup> March 2018 the Force is projected to be nearing full establishment for officers.
4. The strength of Police Staff is currently 431.16 (FTE) against an establishment model of 465.1. These figures are inclusive of Police Community Support Officer's (PCSO) and staff on current Fixed-term contracts. A robust framework has been implemented to reduce the number of agency staff covering supernumerary roles which has been successful and continues to be closely monitored by the Strategic Workforce Planning meeting. The number of Special Constables has increased during this reporting period as a recent recruitment campaign saw 15 Special Constables join the force.

Table 1.

Rounded FTE		31/03/13	31/03/14	31/03/15	31/03/16	31/03/17	30/09/2017
Officers	Establishment	712.5	732.5	730.5	730.5	735	735
	Strength	775	742	727	698.86	675.49	669.09
Staff	Establishment	422.5	470	460.7	450	468.1	465.1
	Strength	394	400	396	413.71	411.46	416.16
PCSO's (included in the Staff numbers)	Establishment	16	22	16	22	22	22
	Strength	16	12	10	16	11	8
Specials	Establishment	100	100	100	100	100*	100
	Strength	89	82	61	55	58	73
Agency	Strength	58	74	31	18	18	15

Volunteers	Strength	25	15	16	23	21	21
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- This is dependent on the Specials and Volunteer deployment plan therefore is subject to change
- Data sourced from HR Origins System

## Leavers

5. During the reporting period, 38 Police Officers and 31 Support Staff left the City of London Police. The breakdown of reasons for leaving the Force is provided in the tables below for each staff group, a further four years of data has been added for trend analysis.

Table 2

<b>Police Officers</b>						
Reason for leaving CoLP	2012 /13	2013/14	2014/15	2015/16	2016/17	04/2017-09/2017
Death in service	0	0	0	1	0	0
Dismissed	1	0	1	1	0	0
Medical Retirement	0	3	0	4	1	1
Retirement	37	39	25	37	38	18
Transfer	5	7	2	7	7	3
Resignation	7	16	13	19	15	16
<b>Total</b>	<b>50</b>	<b>65</b>	<b>41</b>	<b>69</b>	<b>61</b>	<b>38</b>

- Data sourced from HR Origins System

Table 3

<b>Special Constabulary</b>						
Reason for leaving CoLP	2012/13	2013 /14	2014/15	2015/16	2016/17	04/2017-09/2017
Death in service	0	1	0	0	0	0
Resignation	9	11	13	6	14	2
Joined Regulars	1*	0	3	0	0	0
Dismissal	0	1	0	0	0	0
<b>Total</b>	<b>10</b>	<b>13</b>	<b>16</b>	<b>6</b>	<b>14</b>	<b>2</b>

\* joined another force

- Data sourced from HR Origins System

Table 4

<b>Police Staff</b>						
Reason for leaving CoLP	2012/13	2013 /14	2014/15	2015/16	2016/17	04/2017-09/2017
Death in service	0	0	0	0	1	0
Dismissed	1	4	3	1	1	1
Medical Retirement	1	0	1	1	1	0
Retirement	11	5	3	6	3	1
Transfer	1	1	7	3	2	1
Resignation (incl end of contract)	43	42	52	42	37	28
(To join the Police Service, not CoLP)	1	6	0	0	2	0
Redundancy	-	-	-	-	6	-
<b>Total</b>	<b>58</b>	<b>58</b>	<b>66</b>	<b>53</b>	<b>53</b>	<b>31</b>

- Data sourced from HR Origins System

## Leavers- 1 year or less

6. As requested at your September Performance Sub Committee, the below tables summarise resignations for Police Officers and staff that have served for 1 year or less.

7. This data also captures resignation reasons extracted from exit interview returns but it is recognised that this is an area for improvement. All members of staff and Officers are invited and advised by HR to complete an exit interview document which outlines leaving reasons; however it is not mandatory to complete the exit interview form and take up is low.
8. In 2017 (calendar year), 5 members of staff who had been employed by CoLP for a year or less have resigned from the Force, a small increase from the previous year. No Police officers who have served for a year or less have resigned in 2017.
9. HR is reviewing the exit interview process in order to create a more user friendly exit interview form and investigate reasons why there is a reticence for staff/ officers completing these forms in order to overcome these barriers.

**Staff Resignations by Grade- serving 1 year or less**

Table 5

Years service	Rank Grade	2012	2013	2014	2015	2016	2017
0-1	B.		1			1	1
	C.	2	1	2	2		
	D.	3	2	2	3	1	4
	E.	1	1	3	2	2	
	F.		1	1			
	G.			1			
	H.		1				
Total		6	7	9	7	4	5

- Data sourced from HR Origins System

**Staff Resignations by reason- serving 1 year or less**

Table 6

Years service	Leaving Reason	2012	2013	2014	2015	2016	2017
0-1	Resignation - Domestic/Personal	-	-	-	1	-	-
	Resignation - Reason Unknown	4	2	6	5	3	2
	Resignation (other)	1	4	3	1	1	2
	Resignation to join Police	1	-	-	-	-	1
	Resignation Transfer to another Force (PCSO)	-	1	-	-	-	-
Total		6	7	9	7	4	5

- Data sourced from HR Origins System

**Police Officer Resignations by rank – serving 1 year or less**

Table 7

Years service	Rank Grade	2012	2013	2014	2015	2016	2017
0-1	Con	-	-	-	-	1	-

- Data sourced from HR Origins System

## Officer Resignations by reason- serving 1 year or less

Table 8

Years service	Leaving Reason	2012	2013	2014	2015	2016	2017
0-1	Police - Resignation Own Volition	-	-	-	-	1	-

- Data sourced from HR Origins System

## Recruitment

10. In the reporting period of 1 April 2017 – 30 September 2017 the City of London Police have run 37 Police Officer recruitment Campaigns. This does not include Probationer or rolling transferee campaigns. There have also been 48 police staff campaigns for a variety of roles, during the same period with 1 Superintendent promotion campaign.
11. It is important to note that the numbers of campaigns run, against the number of Police Staff and Police Officers recruited to post will differ as a result of individuals failing to pass the 'vetting' process. As a result a re- run of the recruitment campaigns are often required. A sample of the types of Police officer and Police staff roles that have been advertised is included at Appendix 1.

### ***Police Officer recruitment***

12. 27 Police Officers were recruited during the reporting period all of which are from transferee campaigns. A rolling campaign for Detective Constables (DCs) and Uniformed Constables has taken place to fill any vacant posts within UPD and Crime. The posts filled within these directorates will allow officers to be released into DC posts within the Economic Crime Directorate (ECD). ECD are currently under resourced in DC posts within the Fraud Investigation Teams and there is currently a DC recruitment campaign to fill these posts.

### ***Police Staff recruitment***

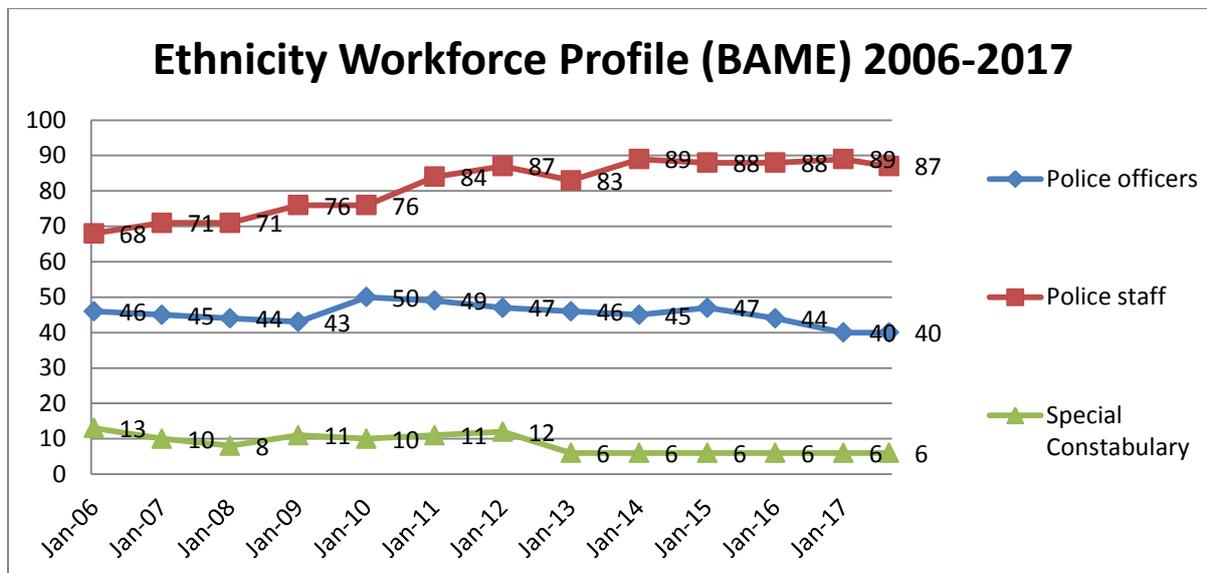
13. A total of 40 police staff have been appointed to substantive and fixed-term roles for a variety of roles during the reporting period. No volunteers joined the Force during this period.

## Equality and inclusion

### *Ethnicity*

14. During the reporting period, as at the end of September 2017, there has been a very slight decrease in the number of Black, Asian and Minority Ethnic (BAME) Police Staff numbers. This has been due to a combination of retirements and transfers to other forces. The BAME 2018 action plan endorsed by the College of Policing and the 2016-2017 People Strategy is driving a number of activities and innovative approaches to recruitment and attraction strategies. These are currently in the process of implementation to improve the BAME profile. Additionally, the Force has an Equality and Inclusion Board which explores ways of promoting the Force to the BAME community to encourage increased representation.

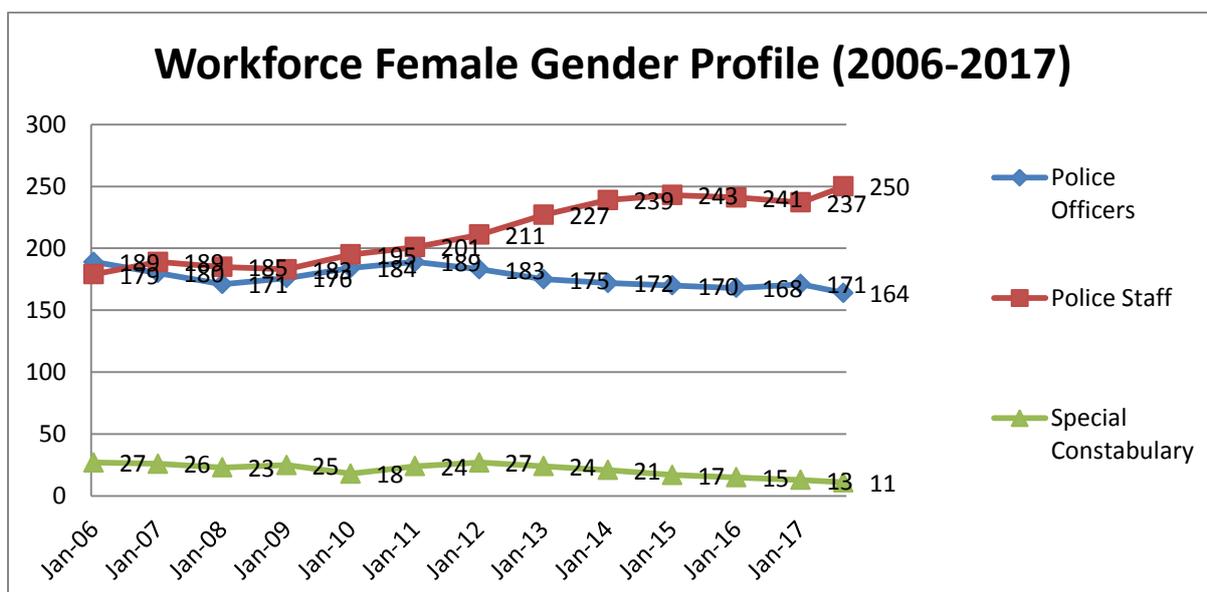
15. Through the recent probationer recruitment campaign and also with the use of innovative advertising through specific social media links, we have successfully attracted a number of BAME applicants to the force. Out of 106 applicants 19% (20) were BAME applicants, 89% of these applicants were put forward for the final assessment centre of which 52% passed.



- Data sourced from HR Origins System

### Gender

16. During the last 5 years (2012 – 2017), the percentage of female Police Officers had started to slightly decrease, 164 female officers and 11 female Special Constabulary officers. Again as part of 2016-2017 People Strategy a number of activities are being undertaken to improve female representation. During the recent probationary campaign we have had the following positive outcomes in attracting female applicants; of the 106 applicants 20 were female and all 20 passed initial stages for final assessment with 8 female applicants passing this assessment.
17. The numbers of female Police Staff has increased to 250, the highest the force has recorded in the last 9 years; this is a direct result of recent recruitment campaigns that took place across the force.



- Data sourced from HR Origins System

### ***Disability***

18. There are currently 27 Police Officers and 18 Police Staff who identify themselves as having a disability.
19. As of 30<sup>th</sup> September 2017, 14 officers and 1 member of staff are working under 'recuperative duties' (short term) and we currently have 19 Officers on adjusted duties (long term). "Adjusted Duties" came into effect as a result of the 'Limited Duties' Police regulation in January 2015 for all forces and relates to officers whose duties fall short of full deployment in respect of workforce adjustments (including reasonable adjustments under the Equality Act 2010) For an officer to be placed on adjusted duties, he/she must a) be attending work on a regular basis and b) be working for the full number of hours for which he/she is paid (in either full time or part time substantive role).

### ***Sexual Orientation***

20. All Police Officers and Police Staff are invited to define their sexual orientation on application to the City of London Police. Across the workforce 12 staff members and Police Officers have identified themselves as lesbian, gay or bisexual.

### ***Age***

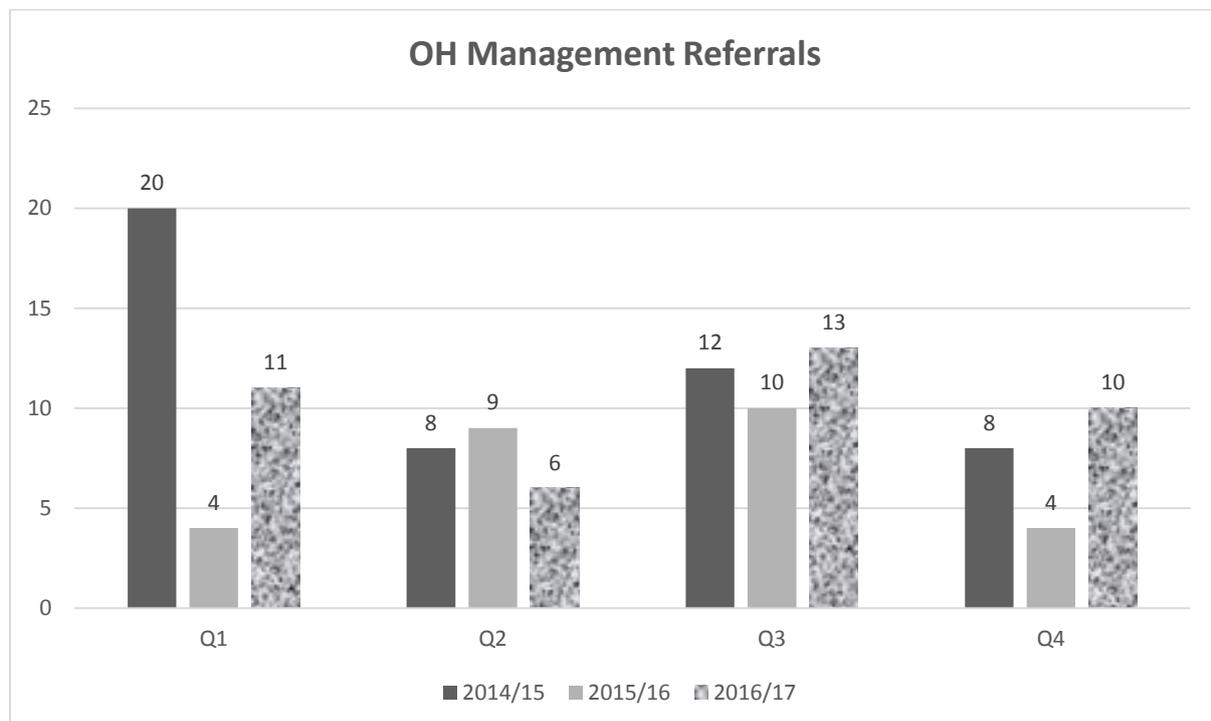
21. The current age profile of the Police Staff workforce ranges between 22 and 50+. There are currently 152 Police Staff aged 50 and over, 286 members of staff are between the ages of 22 and 49. Please note this is based on Head Count and strength is calculated by FTE, hence the difference in numbers from previous tables. Agency Staff have not been included in these figures.
22. The age profile of Police Officers ranges between 25 and 50+, with 1 officer over the age of 60 years. Police Officers can retire once 30 years' service has been completed. The Force currently has 13 Officers who are eligible to retire immediately and a further 16 Officers who are approaching retirement in 2018. UPD have the highest projected retirements with 7 officers approaching retirement age and 4 officers eligible to retire immediately. The current recruitment campaigns as well as promotional campaigns will be filling any vacancies left by projected retirements for 2018.

### ***Religion and belief***

23. Currently 19.9% of the total workforce (Police Officers and Police Staff) identify themselves as 'Christian'; 2.6% as 'Muslim'; 14.1% as 'another religion'; 21.5% as having no religious belief: 41.8% have chosen not to disclose their religion or belief.

## Sickness absence management

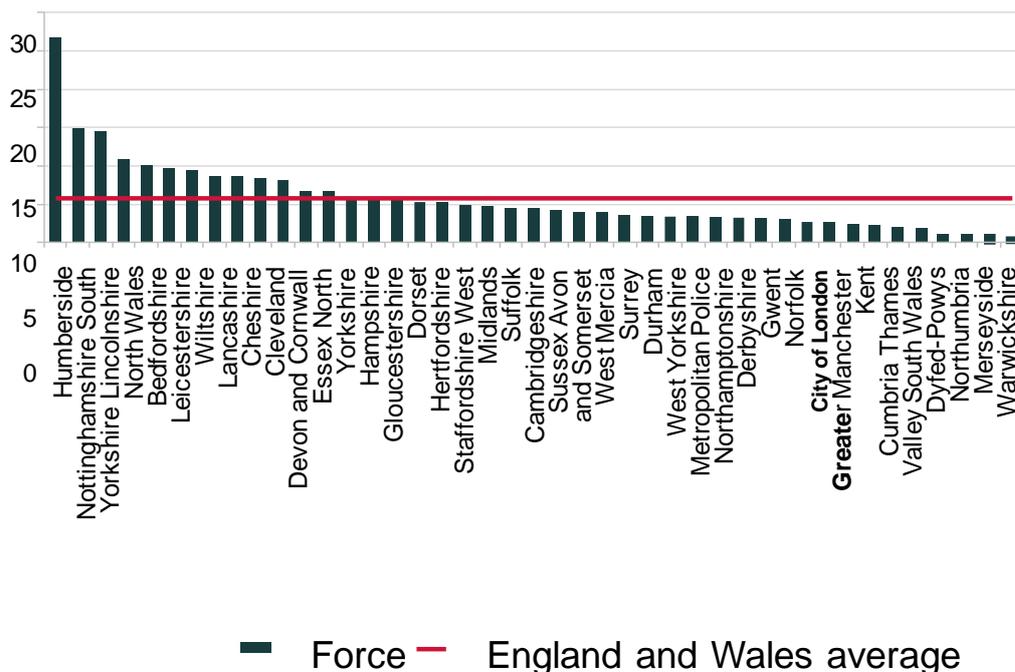
24. The Home Office and Her Majesty's Inspectorate of Constabulary (HMIC) monitor sickness absence by working hours lost against 'percentage of contracted hours'. During 2016/17, working hours lost were 35,306 for Police Officers and 24,077 for Police Staff. In percentage terms, (working time lost / contracted hours available) this is 2.9% for Police Officers and 3.1% for Police Staff. For both Police Officers and Police Staff the City of London Police is second in the Home Office League tables out of all forces for sickness performance.
25. The City of London Corporation uses working days lost as a comparator. The average working days lost for officers are 2.1 against a target of 6 and staff 2.2 against a target of 7, as at the end of September 2017. Both of these figures reflect a continual reduction.
26. A comparison between City of London Police and City of London Corporation average working days lost shows that City of London Corporation has seen a downwards trend from 9.13 (2008/9) to 5.64 (2015/16). The City of London Police has seen a decrease from 9.4 (2008/9) to 2.1 (September 2017).
27. Police Staff have also seen a decrease from 5.2 (2008/9) to 2.8 (September 2017).
28. The reporting of Occupational Health referrals are reported annually and therefore this has been reflected in the management information contained in this report with reporting shown for 2016-17 F/Y. The overall number of referrals has remained fairly consistent in quarters 3 and 4.



- Data sourced from Occupational Health at the Corporation

## Grievances and Employment Tribunals

29. During the reporting period a total of 4 grievances have been raised which consisted of 3 grievances from Police Staff and 1 grievance from a Police Officer.
30. The City of London Police did not receive any new Employment Tribunal claims within the reporting period the chart below shows the number of grievances finalised per 1,000 workforces in police forces compared with the average for England and Wales, in the 12 months to 31<sup>st</sup> of March 2016. The number of grievances in the 12 month period ranged from 0.7 to 26.7 per 1,000 workforces, with England and Wales average of 5.7 grievances per 1,000 staff.



Source: HMIC Legitimacy data collection

## Recommendations

31. Members are asked to note the report.

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Appendix 1- pol 77-17

City of London Police HR Monitoring Report- Examples of recruitment campaigns for Police Officers and Police Staff.

<b>Job Title/Role</b>	<b>Grade/Rank</b>
Media and Communication Officer	D
HR Director	H
HR Recruitment Officer	C
Digital and Social Media Officer	D
Counter Terrorism Security Adviser	D
Scenes of Crime Officer (SOCO)	PC
DC - Special Branch	DC
DC – Public Protection Unit	DC
DS Crime Squad	DS/TDS
Intelligence Officers	PC
DC Fraud Teams	PC/DC
Intelligence Analyst (NFIB)	D
Crime Reviewers (NFIB)	D
Information Hub Officer	B
Technical Manager	E
Cyber Protect Officer	D+
Deputy Head of Action Fraud	F
Intelligence Researchers	C
Performance Researcher	C
Management Support Officer	C
Disclosure Officer (Fraud Hub)	C
Crime Prevention Officer (Fraud Hub)	D
MOPI Compliance Officer	C
Command and Control Officer	C
Information Security Analyst	E
Briefings Officer FIB (Researcher)	C
Station Enquiry Officer (Front Desk)	C
Intelligence Analyst	D
Intelligence Researcher	C
Surveillance Officer	DC
Response Intelligence Officer ( RIO )	PC
Firearms Officer Campaign	PC
Safer transport Operations Team	PC
Commercial Vehicle Unit - PC	PC
T/Inspector (Communities and Partnership)	T/Insp
Prevent Channel and Communication (Sgt)	Sgt

<b>SERVATOR roles:-</b>	
Programme Manager (Insp)	Insp
Operational Deployments and Training - (Sgt)	Sgt
Communities and Business Engagement (Sgt)	Sgt
Training Evaluation and Accreditation (PC)	PC
Servator Secondment opportunity	PC
Armed Response Vehicle /Authorised Firearms Officer	PC

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

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