Performance and Resource Management Sub (Police) Committee

Date:	**THURSDAY, 1 FEBRUARY 2018**
Time:	**10.30 am**
Venue:	**COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL**

Members:
Deputy James Thomson (Chairman)
Deputy Douglas Barrow (Ex-Officio Member)
Nicholas Bensted-Smith
Deputy Keith Bottomley
Tijs Broeke
Andrew Lentin (External Member)
Kenneth Ludlam (Audit & Risk) (External Member)
Caroline Mawhood (Audit & Risk) (External Member)
Lucy Sandford (External Member)

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Next Meetings:

    26 April 2018   **24 July 2018**   **25 October 2018**

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 last meeting, held on 30 November 2017.

   For Decision
   (Pages 1 - 10)

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

   For Information
   (Pages 11 - 18)

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

   For Information
   (Pages 19 - 44)

6. **COLP PROGRAMME MANAGEMENT REPORT**
   Report of the Chamberlain

   For Information
   (Pages 45 - 78)

7. **PROJECTS AND PROGRAMMES PRESENTATION**
   Head of the Change Portfolio Office to be heard

   For Information

8. **CITY OF LONDON APPROACH TO PROJECT MANAGEMENT**
   Report of the Town Clerk

   For Information
   (Pages 79 - 84)

9. **Q3 PERFORMANCE VS MEASURES**
   Report of the Commissioner of Police

   For Information
   (Pages 85 - 114)

10. **HMICFRS UPDATE**
    Report of the Commissioner of Police

    For Information
    (Pages 115 - 154)

11. **HMICFRS 2017 VALUE FOR MONEY PROFILE**
    Report of the Commissioner of Police

    For Information
    (Pages 155 - 164)

12. **DEEP DIVE: CR 23 POLICE FUNDING RISK**
    Report of the Chamberlain

    For Information
    (Pages 165 - 174)

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

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

15. **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

16. **NON-PUBLIC MINUTES**
    To agree the non-public minutes of the last meeting, held on 30 November 2017

    For Decision
    (Pages 175 - 176)

17. **VALUE FOR MONEY UPDATE**
    Report of the Commissioner of Police

    For Information
    (Pages 177 - 184)

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

    For Decision

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

    For Decision

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PERFORMANCE AND RESOURCE MANAGEMENT SUB (POLICE) COMMITTEE

Thursday, 30 November 2017

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

Present

Members:

Deputy James Thomson (Chairman)	Deputy Keith Bottomley
Nicholas Bensted-Smith	Alderman Alison Gowman
Tijs Broeke	Caroline Mawhood (Audit & Risk)(External)

Officers:

George Fraser	-	Town Clerk's Department
Alex Orme	-	Town Clerk's Department
Caroline Al-Beyerty	-	Deputy Chamberlain
Pat Stothard	-	Head of Internal Audit and Risk Management
Sean Green	-	Director of IT
Alistair Sutherland	-	Assistant Commissioner, CoLP
Paul Adams	-	City of London Police
T/ CI Jon Munton	-	City of London Police
Stuart Phoenix	-	City of London Police
Hayley Williams	-	City of London Police

1. **APOLOGIES**

   Apologies were received from Deputy Doug Barrow, Kenneth Ludlam and Lucy Sandford.

   The Chairman confirmed that Alderman Alison Gowman would be stepping down from the Sub-Committee after this meeting. Members thanked her for her service and valuable contributions to the Sub-Committee.

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 the last meeting, held on 26 September 2017.

   It was agreed that the attendance list required amendments to include the Deputy Chamberlain, who was in attendance.

   RESOLVED – That the minutes be approved.

4. **OUTSTANDING REFERENCES**

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

OR5 – IT Transformation Report
The Director of IT provided Members with a verbal update on the IT transformation programme, and outlined the structural changes that were taking place. He explained that there had been significant investment in "IT Hygiene", and that the programme had progressed from design and strategy into mobilisation and delivery.

He explained that the Phase II programme was now being defined, for which a separate report had been produced. A Member asked whether the Phase II transformation was in line and coordinated at this stage. The Assistant Commissioner confirmed that it was all on track. The Member requested that the Phase II report be forwarded from IT Sub (Finance) Committee to the next meeting. (1)

A Member stated that the Audit & Risk Management Committee had discussed the IT Transformation Programme at their last meeting on 28 November as it was perceived to be a serious risk, and confirmed that they had commented very positively on it. The Chairman noted this and explained that it was very helpful to hear of their approval.

OR9 – Operation Mass
The Assistant Commissioner explained that the planned dates for 2018 "Operation Mass" events were now available. The Chairman requested that these be circulated to Members via email. (2)

OR15 – Licensee Responsibility for CCTV
The Assistant Commissioner confirmed that he had spoken with the Superintendent of Communities and Partnerships about licence applications. He explained that once licence applications are made, meetings with owners are routine. He explained that in almost all cases conditions are placed on licenced premises, such as a restriction on promoted events and CCTV placement. He explained that most applicants offer to install CCTV as part of their application regardless. He also confirmed that it was not legal to enforce CCTV installation, so this aspect was reliant on negotiation with premises owners. It was also explained that the licensing regulator and authority were responsible for any decision to include CCTV as a condition, and as such that this could not be determined by the CoLP. The Assistant Commissioner explained that CoLP were going to look at the last 6 months of licensing applications to analyse the decisions made in each case with regards to CCTV conditions.

The Chairman noted that it was evident that, although there were over 600 licensed premises within the City of London, only a percentage of these would be perceived as premises for which CCTV would be deemed crucial. A Member explained that there was a requirement for a dialogue between the CoLP and the Licensing Committee to increase understanding of how licensing make decisions on the imposition of conditions, or the exception of CCTV

conditions for some premises. The Chairman suggested that it may be related to government advice against imposing a blanket CCTV condition.

The Assistant Commissioner reiterated that the CoLP would wish to convey the two key benefits of CCTV conditions on licenced premises to the Licensing Committee:
1. Tackling local crime and disorder
2. Investigation of hostile reconnaissance

RESOLVED – That the report be received.

5. **INTERNAL AUDIT UPDATE REPORT**
The Sub-Committee received a report of the Chamberlain that provided Members with an update on the work of Internal Audit that has been undertaken for the City of London Police since the last report in September 2017.

The Head of Audit & Risk Management explained that all audits from 2016-17 had now been completed except for *Budget Monitoring* and *Income Streams & Income Generation*, which were both at final report stage. He explained that Audit were now in discussion with the Commissioner regarding issues for 2017-18 audits. He also explained that there was a further exercise to identify outstanding actions and bring back in January/February 2018.

A Member requested a clarification of the concerns referenced in paragraphs 20 and 21 of the report, regarding Police Project Management. The Chairman explained that a major area of concern was the communication difficulties between secure and insecure environments, particularly causing difficulties between the CoLP and the City Surveyor's department. The Member asked whether these concerns were limited to internal communication, and asked for reassurance that there were no external risks. The Head of Audit & Risk Management confirmed that these were just internal issues, and that they were currently being addressed. The Deputy Chamberlain explained that, as the CoLP used a separate IT system to other departments, there was a challenge in overcoming the firewall to communicate effectively, and that this was a well-known issue.

A Member confirmed that this issue was also raised at the Audit & Risk Management Committee, where it was asked why there appeared to be a communication breakdown between the CoLP and the City Surveyors. The Assistant Commissioner explained that the issues were not simply due to IT systems themselves, but also difficulties in determining which recipients have security clearance to receive information. The Chairman noted that this vetting issue had been raised previously, regarding the transmission of critical information. He requested reassurance that this was being resolved as an imperative. (3)

A Member asked for an explanation of the RED status marked on "*Police Seized Goods*" within the report. The Chairman agreed that this was needed, and he also explained that there was no clear action plan illustrated within the

report. The Commissioner explained that these processes were now being handled in-house through the newly implemented NICHE system, rather than through Audit. This has enabled issues to be addressed locally. He explained that although they were able to action procedural changes, the resource to implement many of the recommended changes was not available. The Assistant Commissioner explained that they had increased from monthly audit meetings to bi-monthly, from which they feedback to Audit department. He confirmed that if they had been unable to action resolutions to any risks, then this would appear in the update that is submitted to this Sub-Committee.

A Member conceded that resource was an issue, but stated that this was not a valid excuse for elements not being checked, fed-back, tracked or audited sufficiently.

The Assistant Commissioner explained that in some cases, the CoLP were awaiting feedback on why elements were still being marked as risks. The Head of Audit & Risk Management explained that a meeting was planned in the week commencing 4 December to confirm these.

The Head of Audit & Risk Management explained that there was a quarterly review of the recommendations and an upgrade of the audit software which enabled "auto-checking". This allowed live access to recommendations with the ability to upload information detailing why recommendations have been raised, and to respond with requests to approve sign off from Audit.

The Chairman asked for a list schedule to be included for recommendations to be checked off. (4) The Assistant Commissioner explained that in cases where ratings don't match up, sometimes discussion is required prior to its submission to this Sub-Committee.

The Chairman requested an explanation as to the issues highlighted in paragraph 5 surrounding budgetary performance monitoring. The Deputy Chamberlain stated that there was a need to improve forecasting significantly. The Assistant Commissioner explained that it was also necessary to recognise that Police work was inherently unpredictable, and that this would present unique budget forecasting challenges.

It was agreed that there would be a future meeting involving the Chairman, Police Authority, CoLP Chief Officers, Chamberlain and Deputy Chamberlain to discuss future scrutiny direction of this Sub-Committee in parallel to the Grand Committee. The Deputy Chamberlain explained that this scrutiny could then feed into the Medium Term Financial Plan to ensure that funding was more predictable. (5)

The Chairman enquired as to whether areas with multiple risks marked as "AMBER" should be considered "RED" automatically. The Head of Audit & Risk Management explained that it was very difficult to draw this conclusion by looking at the numbers. He explained that the overall risk was determined by a holistic analysis of each area, and this ensured "RED" status was always appropriately issued.

The Chairman enquired as to how the overpayment of salaries had occurred, and requested reassurance that CoLP were confident that these types of errors were not still occurring. The Assistant Commissioner explained that the old system on which the errors had occurred was very rigid, and assured Members that the new system was far more fluid so as to avoid these types of errors. A Member stated that they were fairly surprised by these basic errors, and the Chairman agreed. The Member clarified that the assurance Members sought was related not just to software capabilities, but rather to cultural approaches and procedures. The Assistant Commissioner explained that the error referenced within the report was due to a mistake made by a new member of staff which was then not followed up in that instance. The Deputy Chamberlain noted that budget monitoring improvements would be able to identify these errors, so it should remain something perceived to be a process issue. The Assistant Commissioner explained that the error was in fact highlighted, so the CoLP were aware of it, but it was simply not followed up. He suggested that it was a behavioural error, rather than a procedural issue.

The Chairman enquired as to the status of the Programme Management report, and asked if this report could be recirculated to ensure that all Members received it. The Assistant Commissioner explained that it was not yet finalised. The Town Clerk illustrated their confusion at the report being submitted to Audit & Risk Management Committee if it was not final. The Head of Audit & Risk Management explained that since being submitted to the Audit & Risk Management Committee they were looking at incorporating comments and amendments before it would be considered a true final draft. It could then be submitted to the next meeting of the sub-committee on 1 February. (6)

The Assistant Commissioner asked if it would be beneficial to ensure that a representative of the Programme Office attended the next meeting of this Sub-Committee on 1 February 2018 to give an overview of the current programmes and projects underway. Members all agreed. (7)

A Member noted that the report highlighted the communications issue between the CoLP and the City Surveyors. The Assistant Commissioner explained that the issues arising from the project gateway process, meeting schedule and governance procedure not interacting effectively on Police projects was now widely recognised. The Assistant Commissioner explained that this would be addressed at the next meeting of Policy & Resources Committee, as it had been argued that Police Accommodation and similar projects require alternative structure and governance. He also noted that there had been difficulty in providing information to Members on important project developments via Member briefings. The Town Clerk questioned whether the Project Management report should be perceived as an "AMBER" risk, as it was stated within the report. The Head of Audit & Risk Management explained that although some of the risks were considered "RED", the majority were "AMBER" and overall it was still considered "AMBER".

RESOLVED – That the report be received.

6. **Q2 PERFORMANCE VS 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 – 30 September 2017.

The Chairman noted the new format of the report, illustrated his approval, and thanked the team for making the significant improvements over the previous format. He explained that it was useful to know the outcome in all areas, and suggested that for some this detail was perhaps lacking.

In reference to **Measure 1 – *The number of crimes committed in the City***, the Chairman explained that it was important to recognise and articulate positives in the update when they occur, such as in the case of vehicle crime which has significantly reduced. The Assistant Commissioner explained that some measures bucked the national negative trend, and so this illustrated good work achieved.

In reference to **Measure 2 – *The capability and impact the Force is having against countering terrorist activity***, the Chairman explained that he was surprised not to see response to London Bridge included. The Assistant Commissioner explained that this occurred in Q1 and this report related to Q2.

In reference to **Measure 3 – *The capability and impact the force is having against countering fraud***, the Chairman asked for a clarification of the source of the figures. The T/Chief Inspector of Economic Crime explained that these referrals were all from within the Square Mile. He explained that most were from businesses, and the number of victims that were residents within the City was very small.

A Member asked if there had been repercussions of legal outcomes from previous failed cash seizures which meant that officers were disincentivised to make seizures. The T/|Chief Inspector of Economic Crime denied that this was the case. He explained that lessons had been learned, but willingness to act had not been affected. The Assistant Commissioner explained that the Force had now refreshed communications and processes around cash seizures.

In reference to **Measure 4 – *The capability and impact the Force is having against countering fraud,*** the Chairman noted the consistently good satisfaction ratings. The T/ Chief Inspector of Economic Crime explained that the newly implemented online system has enabled the CoLP to monitor feedback, but only when the case has been completed, and in some cases, this can mean conclusions are delayed by more than a year as Fraud investigations are notoriously protracted. He explained that they are now considering methods to monitor feedback in real-time.

A Member asked about the health of funding for victim care, and the T/Chief Inspector of Economic Crime explained that they were hopeful to receive increased funding, but that this had not been confirmed as of yet. The Assistant Commissioner explained that there had only been one single repeat

victim of economic crime, highlighting the good work done by the Victim Care Unit.

In reference to **Measure 5 – *The capability and impact the Force is having in safeguarding and protecting vulnerable people***, the Chairman noted that the number of suicides had increased and requested that any further trend is monitored and commented upon in the narrative. (8)

In reference to **Measure 7 – *The capability and impact the Force is having in policing City roads***, a Member asked about the comment in the narrative that there was a lack of trained officers able to use tachographs. The Assistant Commissioner acknowledged this and stated that he would check how it was being addressed. (9) Another Member asked if we were able to ascertain who had been involved in which incidents (e.g. Car vs Cyclist vs Pedestrian). The Assistant Commissioner explained that this data was all available and is sourced from TfL. The Member stated his approval at this, and thanked the CoLP for their work done leading to improvements following feedback given on cycle safety operation.

The Chairman noted that the number of total casualties marked within the table incorrectly stated "0".

In reference to **Measure 8 - Public Order and Protective Security**, the Chairman noted that the issue with the current number of trained Public Order officers was being addressed positively by the Force. Members requested assurance that resourcing of upcoming events had been sufficiently considered. The Assistant Commissioner confirmed that the Force was still able to resource current local and national demand but ideally wished to increase resilience in this area. Members asked for an update at subsequent meetings on this issue. (10)

In reference to **Measure 11 – *The percentage of people surveyed who believe the police in the City of London are doing a good or excellent job***, the Assistant Commissioner explained that surveys had provided similar results to last year, but with approximately twice the number of respondents.

RESOLVED – That the report be received.

7. **HMICFRS INSPECTION UPDATE**
    The Sub-Committee received a report of the Commissioner of Police that provided Members with an overview of activity undertaken within the last reporting period, since the last meeting on 26 September, in response to reports published by HMICFRS.

    The Chairman noted that the skills audit was a reoccurring issue. The Assistant Commissioner explained that this became a recommendation in 2015, with a 5-year plan subsequently implemented. He explained that they were now just over halfway through the Police staff audit, but with its conclusion now expected in the first half of 2018. He explained that the new HR Origins system being implemented will help in this regard. The Chairman noted that

the latest updates on this had been positive, and the Assistant Commissioner confirmed that there had been 10 new areas marked "GREEN" and two new areas marked "RED". The Assistant Commissioner explained that following an inspection in early November, 3 areas had been marked as outstanding: Vulnerable Victims, Victim Care in ECD and Internal Vulnerable Individuals.

A Member asked for confirmation of when the PEEL Legitimacy report would be published. The Assistant Commissioner explained that this publication date had been pushed back by HMICFRS to 12 December 2017.

A Member asked whether the CoLP were implementing changes by the deadlines because they are encouraged by the HMICFRS, or vice versa. The Assistant Commissioner explained that these deadlines were sometimes given by HMICFRS following inspections, and sometimes no deadline is given and they are set internally. The Member stated that the dates and deadlines were unclear for some of the recommendations, and that there appeared to be a number which over ran. The Assistant Commissioner clarified that this was often because of dependencies on other deliverables so slippage did occur.

The Chairman enquired as to whether vulnerability was an area of concern. The Assistant Commissioner confirmed that there was a Vulnerability Action Plan in place. The T/ Chief Inspector of Economic Crime confirmed that he had attended the Force Vulnerability Steering Group. This monitored the delivery of the action plan and was highly productive. It was noted that the Lead member for Vulnerability and Safeguarding was a Member of this Group.

Members illustrated their disappointment at the delay in updating the website to include "you said, we did" section, with the deadline for completion moved from April 2017 to February 2018.

A Member asked whether the CoLP website was compliant with the General Data Protection Regulation (GDPR). They emphasised that if it was not, then it would pose a significant challenge to do so. The Assistant Commissioner said he would confirm. (11) Another Member explained that the GDPR requirements were presented at the last meeting of the Audit & Risk Management Committee on 28 November.

RESOLVED – That the report be received.

8. **HUMAN RESOURCES MONITORING INFORMATION (1ST APRIL 2017 - 30TH SEPTEMBER 2017)**
The Sub-Committee received a report of the Commissioner of Police that set out the City of London Police Human Resources monitoring data for the period 1 April - 30 September 2017.

A Member illustrated their surprise at the fact that exit interviews were not employed as the routine method of gaining information from leaving staff. They emphasised that the information gained would be more useful than that gained by completion of a form. The Assistant Commissioner explained that exit interviews cannot be made mandatory, and if staff do not want to divulge any

information then that is their prerogative. He explained that an effective method of gaining the insight of exiting staff, currently being promoted by the Force, was by carrying out these interviews when staff come to leave their possessions with HR (ID card, mobile devices etc), at which point they are found to be more receptive to discussion.

A Member noted that the CoLP were several police officers/staff below the full establishment and enquired as to whether carrying this vacancy factor was a deliberate way of managing efficiency savings. The Assistant Commissioner confirmed that the Force was currently under establishment, but that this was being addressed by a rolling recruitment campaign. He explained that the total number of CoLP officers would be in excess of 700 when transferees were included. He explained that the number of CoLP civilian staff was currently being reviewed, but was unlikely to go above the current number at this stage. The Deputy Chamberlain explained that, as to be detailed within the Medium Term Financial Plan (MTFP), there appears to be significant scope for efficiency savings around this area.

A Member enquired as to the recording and analysis of reasons given for staff members leaving CoLP. They emphasised the importance of understanding the reasons staff had for leaving within 12 months of joining, as CoLP would bear significant training costs in these cases. The Assistant Commissioner explained that he had been involved in exit interviews personally, and in those that he attended, the reason for leaving was always for financial rewards available in the private sector. The Member explained that this information was crucial as it demonstrated that these cases were not caused by a failure of the recruitment process. They requested that such insight be included within reports. The Chairman agreed that the omission of HR reports meant strategic insights were being missed. The Assistant Commissioner suggested that the CoLP and any interested Members sit down to develop an updated template for this report. (12)

RESOLVED – That the report be received.

9. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions

10. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
There was no further business

11. **EXCLUSION OF THE PUBLIC**
RESOLVED – That the public be excluded.

12. **ONE SAFE CITY UPDATE [POLICE REPORT - SEPTEMBER 2017]**
The Sub-Committee received a report of the Commissioner of Police, originally submitted to the Police Grand Committee, that updated Members on the Ring of Steel and Secure City Programme (Formerly known as One Safe City).

RESOLVED – That the report be received.

a) VALUE FOR MONEY UPDATE

The Sub-Committee heard a verbal update from the Assistant Commissioner of Police that updated Members on developments made in response to Value for Money scrutiny.

RESOLVED – That the Assistant Commissioner be heard.

13. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions

14. **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 business

The meeting closed at 1.24 pm

Chairman

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PEFORMANCE AND RESOURCE MANAGEMENT SUB (POLICE) COMMITTEE
1 FEBRUARY 2018
OUTSTANDING REFERENCES

No.	Meeting Date & Reference	Action	Owner	Status
1.	**30/11/17** Item 4 - *Outstanding References* **26/09/17** Item 5 - *Internal Audit Update Report* **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. The Director of IT provided Members with a verbal update on the IT transformation programme at the November 2017 meeting. He explained that the Phase II programme was now being defined, for which a separate report had been produced. The Assistant Commissioner confirmed that it was all on track. The Member requested that the Phase II report be forwarded from IT Sub (Finance) Committee to the next meeting. **Update 08/12/17** – The Director of IT suggested that it might be more productive to forward the next iteration of the draft that will go to IT Sub-Committee in February to the following meeting of PRM in April.	Director of IT	**REPORT DUE APRIL 2018**
2.	**30/11/17** Item 4 - *Outstanding References* **Operation Mass 2018 dates**	The Assistant Commissioner explained that the planned dates for 2018 "Operation Mass" events were now available. The Chairman requested that these be circulated to Members via email. **Update 05/01/18**: Dates circulated to Members via email on 05/01/18.	CoLP	**COMPLETE**

Agenda Item 4

	3.	**30/11/17** Item 5 - *Internal Audit Update Report* **Security Vetting Issues**	The Assistant Commissioner explained that inter-departmental communication issues were not simply due to IT systems themselves, but also difficulties in determining which recipients have security clearance to receive information. The Chairman noted that this vetting issue had been raised previously, regarding the transmission of critical information. He requested reassurance that this was being resolved as an imperative. **Update 17/01/18**: Response from CoLP Estates and Support Services Director: • Vetting protocols and processes have been clearly explained to CoL colleagues and third party contractors engaged within works for CoLP. • A number of briefing sessions were completed along with the supply of clear document processes, markings and storage protocols. • Vetting statuses and requirements have been made clear to all and there are currently no delays with the vetting process for the clearance of required staff.	CoLP	**COMPLETE**
	4.	**30/11/17** Item 5 - *Internal Audit Update Report* **Recommendations Checklist**	The Head of Audit & Risk Management explained that there was a quarterly review of the recommendations and an upgrade of the audit software which enabled "auto-checking". This allowed live access to recommendations with the ability to upload information detailing why recommendations have been raised, and to respond with requests to approve sign off from Audit. The Chairman asked for a list schedule to be included for recommendations to be checked off. **Update 17/01/18**: Appendix 4 to the Internal Audit report to this Sub Committee already contains updates on recommendations so clarification is sought as to what additional (…)	CoLP/ Chamberlain	**OUTSTANDING**

		requirements the Sub Committee want. However, an e-mail was sent to Pat Stothard on the 4th January regarding this and it is understood that a test will be undertaken on a new web based database at the end of January. The Force is seeking clarification from internal audit on the process it will need to use in order to update this database. This will be progressed jointly with internal audit during the next reporting period.		
	Recommendations Checklist				
5.	**30/11/17** Item 5 - *Internal Audit Update Report* **Sub-Committee Budgetary Scrutiny Meeting**	It was agreed that there would be a future meeting involving the Chairman, Police Authority, CoLP Chief Officers, Chamberlain and Deputy Chamberlain to discuss future scrutiny direction of this Sub-Committee in parallel to the Grand Committee. The Deputy Chamberlain explained that this scrutiny could then feed into the Medium Term Financial Plan to ensure that funding was more predictable. **Update 17/01/18**: Meeting scheduled for 1 February 2018	Chairman/ Town Clerk/ Chamberlain/ CoLP	**COMPLETE**
6.	**30/11/17** Item 5 - *Internal Audit Update Report* **26/09/17** Item 3 - *Minutes* **Project Management Audit Report**	It was agreed that an update on the Project Management internal audit report should be submitted to the next meeting of the Sub-Committee as part of the standing internal audit update. **Update 30/11/17** - The Chairman enquired as to the status of the Programme Management report, and asked if this report could be recirculated to ensure that all Members received it. The Assistant Commissioner explained that it was not yet finalised. The Town Clerk illustrated their confusion at the report being submitted to Audit & Risk Management Committee if it was not final. The Head of Audit & Risk Management explained that since being submitted to the Audit & Risk Management Committee they were looking at incorporating comments and amendments before it would be considered a true final draft. It could then be submitted to the next meeting of the sub-committee on 1 February.	Chamberlain	**COMPLETE –** **ON THE AGENDA**

7.	**30/11/17** Item 5 - *Internal Audit Update Report* **Programme Office Representative Attend**	The Assistant Commissioner asked if it would be beneficial to ensure that a representative of the Programme Office attended the next meeting of this Sub-Committee on 1 February 2018 to give an overview of the current programmes and projects underway. Members all agreed.	CoLP	**COMPLETE –** **ON THE AGENDA**
8.	**30/11/17** Item 6 - *Q2 Performance vs Measures Set Out in the Policing Plan* **Suicide Figures**	In reference to Measure 5 – The capability and impact the Force is having in safeguarding and protecting vulnerable people, the Chairman noted that the number of suicides had increased and requested that any further trend is monitored and commented upon in the narrative. **Update 17/01/18**: A full narrative has been included in the appendix to the report on the agenda for Measure 5 but over Q3 there has been a decrease in actual suicides and the number of attempt suicides remains consistent for Oct -16, Nov-14 and Dec-15. Some of these have been by the same individuals making multiple attempts and CoLP is working with partners and relevant agencies for plans to be put in place to try and manage this. An update on this issue will form part of the narrative update for this measure going forward.	CoLP	**COMPLETE**
9.	**30/11/17** Item 6 - *Q2 Performance vs Measures Set Out in the Policing Plan* **Tachograph Training**	In reference to Measure 7 – The capability and impact the Force is having in policing City roads, a Member asked about the comment in the narrative that there was a lack of trained officers able to use tachographs. The Assistant Commissioner acknowledged this and stated that he would check how it was being addressed. **Update 17/01/18**: Roads Policing are proactively seeking training with police and other training providers during 2018 for all aspects of Roads Policing. Driver Vehicle Standards Agency are assisting as part of joint partnership operations with provision of tachograph analysis and vehicle (…)	CoLP	**COMPLETE**

	Tachograph Training	examination three days a week, and CoLP are waiting for Agilisys Technical Services sign to off to install the software required for tachograph analysis for CoLP.		
10.	**30/11/17** Item 6 - *Q2 Performance vs Measures Set Out in the Policing Plan* **Public Order Resilience**	In reference to Measure 8 - Public Order and Protective Security, the Chairman noted that the issue with the current number of trained Public Order officers was being addressed positively by the Force. Members requested assurance that resourcing of upcoming events had been sufficiently considered. The Assistant Commissioner confirmed that the Force was still able to resource current local and national demand but ideally wished to increase resilience in this area. Members asked for an update at subsequent meetings on this issue. **Update 17/01/18**: Inspector UPD is organising a recruitment drive among the groups. Public Order Instructors are attending musters and speaking with officers who may not have thought of level II PO as a career path. This will also include an open day at the Gravesend PO facility. This is being monitored at the Public Order working group. HR are holding adverts for both external and internal recruitment of public order officers. Currently six Transferee's are to be boarded for current vacancies and there are six internal applicants. Updates on this issue will be included as a matter of course in the narrative of this measure in the appendix going forward.	CoLP	**COMPLETE**

11.	**30/11/17** Item 7 - *HMICFRS Inspection Update* **GDPR Compliance**	A Member asked whether the CoLP website was compliant with the General Data Protection Regulation (GDPR). They emphasised that if it was not, then it would pose a significant challenge to do so. The Assistant Commissioner said he would confirm. **17/01/18 Update**: The personal data received by CoLP through the website is through a Corporation shared software form package called Achieve Forms. This has been upgraded and we are launching the new forms from February 8th 2018. The update from Corporation on this is: The new version of Achieve Forms has built-in GDPR compliance and we are mid-roll out. It is anticipated that CoLP will therefore be compliant by the requisite deadline in this respect. CoLP will also look to put a new GDPR statement on our website, replacing the current Data Protection statement.	CoLP	**COMPLETE**
12.	**30/11/17** Item 8 - *HR Monitoring Information 1st April 2017 – 30th September 2017* **Report Template Discussion**	The Chairman agreed that the omission of HR reports meant strategic insights were being missed. The Assistant Commissioner suggested that the CoLP and any interested Members sit down to develop an updated template for this report. **Update 17/01/18**: This is still to be progressed. However, the next HR Monitoring report is not due to the Sub Committee until the July Meeting. This will be progressed asap in order to develop the template accordingly.	CoLP/ Members	**OUTSTANDING**

13.	**30/11/17** Item 12a - *Value for Money Update* **STRA Plaudits**	The Chairman indicated his approval of the STRA process, and noted that it had been very effective in providing a structured view of efficiency and effectiveness. He requested that his approval be passed on to all those involved in carrying it out. **Update 17/01/18**: This message was passed on to Detective Chief Supt Dai Evans for further dissemination.	CoLP	**COMPLETE**
14.	**26/09/17** Item 3 - *Minutes* **Deloitte Review Standing Item > Value for Money Update**	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. **UPDATE 26/09/17** - 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. **UPDATE 30/11/17** – This will be included as "Value for Money Update" standing item.	CoLP	**COMPLETE –** **ON THE AGENDA**
15.	**30/05/17** Item 6 - *4th Quarter Performance Against Measures set out in the Policing Plan 2016-19* **Licensee responsibility for CCTV**	A Member suggested that appropriate levels of CCTV should be taken into consideration when granting licences for new premises in the City of London. 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. A Member explained that there was a requirement for a dialogue between the CoLP and the Licensing Committee to increase understanding of how licensing make decisions (…)	CoLP	**COMPLETE**

		on the imposition of conditions, or the exception of CCTV conditions for some premises. **Update 17/01/18**: The AC has directed that no further action is required of the licensing team in this respect. Having made enquiries with the team he is satisfied that the Force and CoL Licensing team are working in partnership and that with regard to the CCTV condition the City of London is acting in line with other forces and licensing authorities nationally. A more detailed note from the licensing team is attached.		
	Licensee responsibility for CCTV			

Committee(s)	Dated:
Performance and Resources Sub (Police) Committee	1st February 2018
Subject: Internal Audit Update Report	**Public**
Report of: The Chamberlain	**For Information**
Report author: Pat Stothard, Head of Audit and Risk Management Jeremy Mullins, Audit Manager	

Summary

The purpose of this report is to provide the Committee with an update on the work of Internal Audit that has been undertaken for the City of London Police (CoLP) since the last report in November 2017.

Work is completed to a minimum of draft report stage on the 2016-17 planned internal audit programme. There were seven full assurance audits included in the original plan. Six audits were fully completed by November 2017: CoLP Community Consultation; CoLP Policies and Procedures; the Economic Crime Academy; SKYNet Grants Audit Verification; Governance Framework and Performance Measures; and Police Budget Monitoring. The remaining planned audit, Income Streams and Income Generation, has been completed to draft 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 fully completed.

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.

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 three further audits: Police Bank Accounts (Defendants Funds) and Demand and Events Policing; and Business Continuity audit.

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. An audit of CoLP Freedom of Information requests has been added to the plan. A further 20 days will be carried forward to the 2018-19 internal audit plan.

A corporate audit recommendation follow-up review has recently been undertaken. Three recommendations for the City Police were included in the review and implementation has been agreed.

The draft City Police Internal Audit Plan 2018-19 has been prepared in consultation with the Assistant Commissioner. There are eight full audits included within the plan and a total of 95 audit man days (which includes 20 days carried forward from 2017-18).

At the last meeting Members requested a schedule of recommendations be included within the regular update reports. There are currently 36 "live" recommendations which have been agreed by management and are subject to internal audit follow-up procedures after the implementation date.

Recommendation

Members are asked to:

- Note the report.
- Approve the draft Internal Audit Plan 2018-19.

Main Report

Internal Audit Plan 2016-17

1. There were seven full assurance audits included in the original plan. Six audits were fully completed by November 2017: CoLP Community Consultation; CoLP Policies and Procedures; the Economic Crime Academy; SKYNet Grants Audit Verification; Governance Framework and Performance Measures; and Police Budget Monitoring. The remaining planned audit: Income Streams and Income Generation, has been completed to draft 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. Details of these audits and progress against the 2016-17 Internal Audit Plan are contained in Appendix 1.

Internal Audit Planned Work 2017-18

Corporate Wide Internal Audit Reviews 2017-18

2. 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 three further audits: Police Bank Accounts (Defendants Funds) and Demand and Events Policing; and Business Continuity. A further audit of Police Freedom of Information Requests has been added to the 2017-18 plan and fieldwork for this review is progressing.

3. 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 as the planned coverage has been incorporated into the Corporate IT Network Infrastructure audit. The total number of audit man days for these audits was 30. A balance of 20 unallocated days has been carried forward into the draft Internal Audit Plan 2018-19.

Corporate Wide Audits 2017-18

4. 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, 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.

Recommendation Follow-up Exercise

5. A recent corporate audit recommendation follow-up exercise has been performed. All recommendations outstanding as at November 2017 have now been evidenced as implemented. Details are contained in the table below.

Audit Recommendation follow-up exercise outcome

Rating	Recommendation	Management Response	Implementation Date
Amber	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.

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 | The Force accepts the recommendation. | Implementation Date: 31st December 2017

IMPLEMENTAION EVIDENCED |

	misuse) with a view to investigating and putting in place corrective action.		
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 IMPLEMENTATION EVIDENCED
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: 31st December 2017 IMPLEMENTATION EVIDENCED

Draft Internal Audit Plan 2018-19

6.   A draft risk-based internal audit plan has been prepared which has been informed by the City Police risk register and Policing Plan 2017-20. Discussions have also been held with the Assistant Commissioner to obtain his input to the planned audit work. Eight full audits have been included within the draft plan with a total of 95 audit man days. This includes 20 days carried forward from the 2017-18 Internal Audit Plan. Details of the proposed audits for 2018-19 are contained in the following table. The Internal Audit Plan strategy 2018-19 to 2020-21 and planned work 2016-17 and 2017-18 is contained in Appendix 3.

Internal Audit Plan 2018-19

Audit and Pen Picture	Audit Man Days
IT Technology Refresh Project The purpose of this audit is to establish the progress made with this project and provide assurance on the achievement of project objectives and outcomes	10
Police Overtime This audit will ascertain compliance with guidance for approving, claiming and authorising police officers' overtime. It will also examine the action being taken to reduce overtime claims, for example, by flexible working initiatives	15
Police Performance Indicators The Force produce a number of measures which indicate achievement of policing plan national and local objectives. Reported statistics will be compared to supporting information for a sample of	5

these indicators.	
Interpreters Fees A probity exercise comparing a sample of claims to guidance will be undertaken.	5
Police Premises Expenditure This audit will examine the controls over identifying faults and arranging building repairs. It will also look at the control over payments of utility bills and initiatives to reduce energy consumption.	15
Police Procurement Contract Management The audit will examine the way in which the Force manages contracted service provision for a sample of contracts.	15
Police Officer's Expenses – Use of Procurement Cards – Petty Cash – Expenses Claims This audit will determine the adequacy of controls over use of cards, cash and expense claims by officers and civilian staff in undertaking their duties.	20
Police Front Offices (including income collection and banking) The purpose of this audit is to determine the adequacy of controls exercised by Police Station front desks over the handling of seized goods (including cash), lost property, and income for services.	10
Total	**95**

Schedule of Internal Audit Recommendations

7. At the November 2017 meeting Members requested that the sub-committee are given a schedule of all internal audit recommendations raised and agreed with the City Police. This schedule is included within Appendix 4. There are currently 36 "live" recommendations which have been agreed by management and subject to internal audit follow-up procedures after the implementation date. Two of these recommendations have a Green assurance rating; there are 27 recommendations with an Amber rating; and seven recommendations with a Red rating. The following table provides an analysis of recommendations by audit project, the number that the CoLP have stated have been implemented, and the number to be implemented by intended dates.

Audit Recommendations Analysed by Audit Project

Audit	Recommendations			
	Red	**Amber**	**Green**	**Total**
Budget Monitoring 2016-17	-	4	2	6
Implemented*	-	2	1	3
Due implemented by 31st March 2018*	-	2	1	3
Leavers' Overpayments 2016-17	-	2	-	2
Implemented*	-	2	-	2
Programme Management 2017-18	3	7	-	10
Implemented*	2	2		4
Due implemented by 31st March 2018*	1	5	-	6

Police Seized Goods 2017-18	4	14	-	18
Implemented*	-	3	-	3
Due implemented by 30th June 2018*	4	9		13
Risk Accepted	-	2	-	2
Total Recommendations	7	27	2	36
Total Implemented*	2	9	1	12
Total due to be implemented by 30th June 2018*	5	18	1	24

* Subject to Internal Audit Follow-Up

Conclusions

8. The 2016-17 Internal Audit plan is completed to a minimum of draft report stage.

9. Work is progressing on the 2017-18 Internal Audit plan and two audits have been completed to final report stage. Fieldwork is progressing on three further audits.

10. Three City Police recommendations due for implementation by 31st December 2017 have been evidenced as fully implemented.

11. The 2018-19 draft Internal Audit Plan has been prepared in consultation with the Assistant Commissioner.

12. There are currently 36 "live" audit recommendations: two Green Rated; 27 Amber rated; and seven Red rated. There are 12 recommendations which have been implemented subject to Internal Audit follow-up, and 24 recommendations due to implemented by 30th June 2018.

Appendices

- Appendix 1 - Schedule of Internal Audit Planned Work 2016-17
- Appendix 2 - Schedule of Internal Audit Planned Work 2017-18
- Appendix 3 – Internal Audit Plan Strategy 2018-19 to 2020-21
- Appendix 4 – Schedule of "live" audit recommendations as at 1st February 2018

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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	22nd 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	31st October 2017 (Actual)	Completed 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	9th 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	22nd August 2016 (Actual)	Completed Amber Assurance	0	1	0	1

Full Reviews				Recommendations			
Project	Planned Days	Planned Completion Date	Current Stage	Total Red	Total Amber	Total Green	Total
Grants Audit The Force's compliance with grant terms and conditions will be undertaken for certification purposes as and when requested.	5	31st March 2017 (Actual)	Completed Green Assurance	0	0	0	0
Governance Framework and Performance Measures The Force's governance framework will be reviewed for effectiveness A sample of reported measures will also be compared for accuracy to supporting documentation.	15	28th April 2017 (Actual)	Completed Green Assurance	0	0	2	1
Income Streams and Generation The Force's approach to increasing sources of income and new streams will be examined.	20	31st October2017 (Actual)	Draft				
Salary Overpayments 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	31st October2017 (Actual)	Completed 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	31st October 2017 (Actual)	Completed 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	28th February 2018	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	31st March 2017	Planning				

Full Reviews				Recommendations			
Project	Planned Days	Planned Completion Date	Current Stage	Total Red	Total Amber	Total Green	Total
Police Bank Accounts (Defendants' Funds) An audit exercise to ascertain the adequacy of controls over the management of defendants' funds.	15	31st March 2018	Fieldwork				
Police Seized Goods An audit exercise to ascertain the adequacy of controls over the recording and secure storage of seized goods.	15	31st October 2017 (Actual)	Completed Red Assurance	3	12	0	15
Police Freedom of Information Requests This audit will look at the adequacy of processes in place to receive, record, process and respond to FOI requests in accordance with relevant legislation.	10	31st March 2018	Planning				
IT Network Security The audit will focus on the integrity of the IT network security arrangements.	10	---	Deleted				
IT Technology Refresh Project 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				

Three-year City Police audit plan strategy 2018-19 to 2020-21

Audit Title	2016-17	2017-18	2018-19	2019-20	2020-21
Standard Operating Procedures	15				
Budget Monitoring	20				
Economic Crime Academy	5				
Community Consultation	5				
Grants Audit	5				
Governance Framework and Performance Measures	15				
Income Streams and Income Generation	20				
Leavers' Salary Overpayments	10				
Project Management		15			
Demand and Event Policing		10			
Police Business Continuity Planning		10			
Police Bank Accounts (Defendants)		15			
Police Seized Goods		15			
Freedom of Information Requests		10			
IT Technology Refresh Project C/fwd 2017-18			10		
Police Overtime			15		
Police Performance Indicators			5		
Interpreters Fees			5		
Police Premises Expenditure			15		
Police Procurement Contract Management			15		
Police Officer's Expenses – Use of Procurement Cards – Petty Cash – Expenses Claims			20		
Police Front Offices (including income collection and banking)			10		10
Action Fraud Team				10	
Police Supplies and Services				20	
Police Fleet Management				10	
Police Compensation Claims				10	
Police Fees and Charges				10	
IT Audit Days Contingency				15	
Police Informants Funds					10
Police Recruitment & Training					15
Police Performance Indicators					5
Police Project Management					20
IT Audit Days Contingency					15
Total	**95**	**75**	**95**	**75**	**75**

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Schedule of "live" recommendations as at 1ˢᵗ February 2018

Audit	Recommendation Detail	Assurance Rating	Management Response	Agreed Implementation Date
CoLP Budget Monitoring 2016-17	The CoLP Finance staff should be given appropriate access to enable them to upload budget profiles into Oracle R12.	Amber	To be able to progress the profiles requires information from the Corporation, and this was delayed due to the year-end process. Giving CoLP the functionality to upload their own budgets and profiles would greatly speed up the process.	31ˢᵗ March 2018
CoLP Budget Monitoring 2016-17	The CoLP's Director of Finance should; (i) request that budget holders set profiles that reflect the timing with which income is expected to be received, or expenditure is expected to be incurred, for significant areas of income and spend. (ii) review proposed budget profiles at the start of each financial year to ensure that this has been adhered to.	Green	This recommendation is agreed, a training plan is being established for Budget Holders to understand their responsibilities in profiling and forecasting. The procurement of Budget Holders training has been curtailed by the Corporation as part of a wider training initiative.	31ˢᵗ March 2018
Audit	**Recommendation Detail**	**Assurance Rating**	**Management Response**	**Agreed Implementation**

				Date
CoLP Budget Monitoring 2016-17	The Director of Finance should ensure that all budget holders receive budget monitoring reports on a monthly basis and put monitoring arrangements in place to ensure that this is adhered to.	Amber	Budget monitoring reports are provided on a monthly basis accompanied by monthly budget clinics, detailed quarterly reports are also provided.	Implemented on receiving the Final Report
CoLP Budget Monitoring 2016-17	The Director of Finance should set a financial limit above which a budget estimate should be set, for example, £5,000.	Amber	The funded units allocate their expenditure accordingly to agreed subjective with the funder. The majority is allocated to pay, so where there are costs incurred on no pay budgets that have no budget the FBP are unable to transfer sufficient funding between pay and non-pay. Finance Business Partners to monitor and take action.	31st March 2018
CoLP Budget Monitoring 2016-17	The Head of CoLP Human Resources should ensure that details of all internal staff transfers are provided to the Finance Team in a timely manner.	Amber	The Head of CoLP Human Resources should ensure that details of all internal staff transfers are provided to the Finance Team in a timely manner.	Implemented on receiving the Final Report
CoLP Budget Monitoring 2016-17	The Director of Finance should establish a programme of budget monitoring training for budget holders.	Green	A programme of training was established for Budget Holders and a user request and specification issued to City Proc. City Proc and Finance have stopped the tender on the basis that a Corporation wide finance programme will be rolled out.	31st March 2018
Audit	**Recommendation Detail**	**Assurance**	**Management Response**	**Agreed**

		Rating		Implementation Date
Leavers' Salary Overpayments 2016-17	Where a leaver needs to be processed as a matter of urgency, the Head of Payroll should be contacted by telephone and the request subsequently requested by email.	Amber	The Force now has an agreement in place where HR SMT will call head of payroll if there is an immediate top that needs to take place. This action is considered as being complete	Implemented on receiving the Final Report
Leavers' Salary Overpayments 2016-17	CoLP should determine who is best placed to receive and monitor reports provided by Payroll and Chamberlain's, ensure that reports are then appropriately distributed and a regular, evidenced check should be implemented. In addition, consideration should be given to reintroducing the Establishment report which is currently not being received.	Amber	This recommendation has been action with reports sent to a number of staff for oversight. It is therefore considered already complete.	Implemented on receiving the Final Report
Audit	**Recommendation Detail**	**Assurance**	**Management Response**	**Agreed**

		Rating		Implementation Date
Programme Management 2017-18	For all future programmes/projects, a comprehensive plan should be produced, in consultation with all relevant stakeholders, which reflects the vision and full scope of the programme/project as well as the underlying objectives, which will confirm how that vision will be achieved. The plan should also outline how the programme will be delivered including governance arrangements, roles and responsibilities, resource implications and risk management arrangements.	Amber	This recommendation is accepted and is now being implemented for all new projects. Projects already in train are also being reviewed and where there are gaps in the documentation these are being addressed.	Implemented on receiving the Final Report
Programme Management 2017-18	The roles and responsibilities of organisations and key individuals in the delivery of the programme/project should be clearly defined and communicated. These should be reviewed on a regular basis to confirm that the roles and responsibilities remain relevant and up to date.	Amber	The Ring of Steel is now the new Secure City Programme and all roles within this programme will be clearly defined.	31st March 2018
Audit	**Recommendation Detail**	**Assurance**	**Management Response**	**Agreed**

		Rating		Implementation Date
Programme Management 2017-18	A decision should be made on the proposed governance structure for the Police Accommodation Programme and the newly agreed structure should be clearly defined. All boards/groups within the governance structure should have a terms of reference document in place, which clearly defines its purpose, roles/responsibilities, membership and meeting frequency.	Red	A 'TOR' is available for the CoLP Accommodation Board.	Implemented on receiving the Final Report
Programme Management 2017-18	The full expected outcomes and benefits as a result of the successful delivery of programme/project should be defined for on-going projects and key measures of success against these benefits should be determined and measured on a regular basis.	Red	The Programme has a functional benefits lists addressing known required service improvements i.e. service allows victims to "Track My Crime", already built into the service at Go Live. In fact as part of requirements building included all NFIB/AF staff, all forces, victims groups, banking and commerce and others to address their concerns and to be deliverable from Go Live. This has been reported to the Programme Board on a number of occasions (see: an example of likely functional benefits communicated includes KF Functionality Outline above).	Implemented on receiving the Final Report
Audit	**Recommendation Detail**	**Assurance**	**Management Response**	**Agreed**

Audit	Recommendation Detail	Rating / Assurance	Management Response	Implementation Date / Agreed
		Rating		**Implementation Date**
Programme Management 2017-18	All new programmes/projects should have to prepare a paper on the outcomes and benefits of programmes/projects.	Red	The Force cannot report on benefits in the Highlight report until the Programme Board and Members have approved the detailed Monetisation Project through the relevant Gateway reports starting in December 2017 other than in high level process terms. Members have provided £500k to start this work which is also included in the Issues report.	31st March 2018
Programme Management 2017-18	Expenditure against the approved budget should be monitored on a regular basis by the project board to identify any potential variances at the earliest opportunity.	Amber	This is agreed and the Force has implemented for all projects	Implemented on receiving the Final Report
Programme Management 2017-18	Each individual project within a programme should have its own risk register with individual risks being appropriately scored and assigned an appropriate 'Risk Owner' who has the responsibility of managing and monitoring that risk.	Amber	This is agreed and is in place for all projects overseen by CPO.	Implemented on receiving the Final Report
Audit	**Recommendation Detail**	**Assurance**	**Management Response**	**Agreed**

Audit	Recommendation Detail	Rating / Assurance	Management Response	Implementation Date / Agreed
Programme Management 2017-18	A standard change control process should be introduced for all CoLP projects including the production of a template change control request form. The change control request should be discussed with all relevant stakeholders with their comments noted and the form being signed by all relevant parties prior to the change being implemented.	Amber	This is agreed and the Force is currently working to implement the content of this recommendation.	31st March 2018
Programme Management 2017-18	A closure report should be produced and reported to the Project Sub Committee in a timely manner upon completion of the project in order for this to be formally closed with the City and to confirm benefits realised and lesson learned from the project.	Amber	The Force accepts this recommendation and highlights that of the project highlighted the majority have now been formally closed. Only Mobile Working Services remains to be formally signed off and the report for this is within the Committee cycle.	31st March 2018
Audit	**Recommendation Detail**	**Assurance**	**Management Response**	**Agreed**

		Rating		Implementation Date
Programme Management 2017-18	Consideration should be given to the City of London City and City of London Police discussing and reviewing the effectiveness and efficiency of the gateway process for all police projects. An approach should be agreed between the parties on the most effective and efficient process to be followed by the Police for all types of projects in the City gateway process and this approach should be formally documented.	Amber	This recommendation is accepted. The CoLP will discuss the matter further with the Town Clerk.	31st March 2018
Police Seized Goods 2017-18	The Property Procedure Manual should be amended to include the processes to follow in terms of the packaging of item types (such as cash) and the transportation of seized property between locations.	Amber	This recommendation has been completed with the manual updated for the implementation of Niche	Implemented on receiving the Final Report

Audit	Recommendation Detail	Assurance Rating	Management Response	Agreed Implementation Date
Police Seized Goods 2017-18	Where property is to be managed by individual departments (such as Economic Crime and Special Branch) rather than the Property Department, specific policies and procedures should be produced to outline the processes which are required to be followed in recording and managing property. Consideration should also be given to passing the responsibility of managing all property to the Property Department upon implementation of NICHE to ensure consistency across the Force and help to prevent administration errors from occurring.	Amber	This recommendation has been considered with the implementation of Niche, there has been a rationalisation of responsibility however unless increased resources are allocated to the property office the Force will not be able to amalgamate all responsibility to this central unit, at this time AoJ, ECD and Roads Collisions remain responsible for their property.	CoLP Accept Risk
Police Seized Goods 2017-18	All Officers, including student officers and transferees, should be provided with training regarding seized goods as part of an induction programme upon joining the City of London Police. Including the record system.	Amber	This recommendation is accepted and IMS will liaise with L&D to ascertain if there is scope for property management training to be added to the induction programme or if there is a better outlet for this training.	31st March 2018

Audit	Recommendation Detail	Assurance Rating	Management Response	Agreed Implementation Date
Police Seized Goods 2017-18	A corporate communication should be distributed to all officers and staff who use the property management system to remind them of the need to record all accurate and complete information on the system. The communication should also outline the reasons why it is important to record accurate information.	Amber	This recommendation is accepted and will be actioned in line with others linked to communications.	31st March 2018
Police Seized Goods 2017-18	There should be a complete central record of all property held across COLP departments. The Collision Investigation department should identify the items within the property bins and update the property management system with an accurate record of property retained.	Red	There is a legacy issue here with the system used within roads policing which needs to be resolved. With the introduction of Niche the Force needs to ascertain if records can be added retrospectively or if we will continue to have legacy issues until crimes are closed and associated property is returned.	31st March 2018
Police Seized Goods 2017-18	The Economic Crime Unit should finalise the property locations and inform the Property Department of the new locations. A review of storage locations on PMS for retaining seized property should be conducted.	Red	This recommendation is accepted, IMS will work with ECD to ensure property locations are recorded within PMS. This will be the responsibility of ECD to own and inform PMS.	31st March 2018

Audit	Recommendation Detail	Assurance Rating	Management Response	Agreed Implementation Date
Police Seized Goods 2017-18	A corporate communication should be sent to all officers reminding them of the requirement to double bag seized cash and ensure that a witness is present when packaging and counting cash. The witness should countersign the outer bag to confirm that they have witnessed and agree to the packaging. The communication should also reference the update to the Property Procedure Manual regarding the packaging of cash items.	Amber	This recommendation is accepted and will be actioned in line with others linked to communications	31st March 2018
Police Seized Goods 2017-18	All officers and staff should be reminded through corporate communication of the requirement to accurately update the status of property items booked on to the property management system.	Amber	This recommendation is accepted and will be actioned in line with others linked to communications.	31st March 2018

Audit	Recommendation Detail	Assurance Rating	Management Response	Agreed Implementation Date
Police Seized Goods 2017-18	A regular review of property items assigned the status of 'awaiting entry' should be conducted by the Property Department and these should be amended with the correct status.	Amber	There has been a change in process with the introduction of Niche, the relevance of this recommendation needs to be evaluated to ascertain if the issue identified is still relevant for action.	Implemented on receiving the Final Report
Police Seized Goods 2017-18	All users of the property management system should be reminded via corporate communication of the requirement to update property items in line with the review dates on the system. The communication should outline the steps to take in reviewing the items on the system.	Amber	This recommendation is accepted and will be actioned in line with others linked to communications.	31st March 2018
Police Seized Goods 2017-18	Responsible Officers for safes used across the COLP for the retention of seized goods should be informed via email of the insurance value which covers the safes. This information should be disseminated to staff/officers that manage and/or have regular use of the safes.	Amber	This recommendation will be actioned by IMS via the master lists of safes available from the Corporation Insurance return. Strategic Development will supply the information to assist its implementation.	31st March 2018

Audit	Recommendation Detail	Assurance Rating	Management Response	Agreed Implementation Date
Police Seized Goods 2017-18	All officers and staff using the Property Management System should be reminded via corporate communication of the requirement to ensure that property items are checked in and out accurately on the system and the current location of the property is recorded correctly.	Red	This recommendation is accepted and will be actioned in line with others linked to communications.	31st March 2018
Police Seized Goods 2017-18	An audit of all property storage locations should be conducted to confirm the location of property items and the system should be updated with the correct property item locations as appropriate.	Red	This can only be completed if the resourcing within property is evaluated and the resources reviewed to increase capacity and allow an audit programme to be developed.	30th June 2018
Police Seized Goods 2017-18	A policy should be implemented for the requirement to make a decision within a given time frame (e.g. 28 days) regarding the counting and banking of cash. All POCA cash that is to be banked must be deposited into an interest bearing account in line with legislation.	Amber	This is related to ECD POCA policy, the recommendation will be forwarded to ECD to review and update their document accordingly.	31st March 2018

Audit	Recommendation Detail	Assurance Rating	Management Response	Agreed Implementation Date
Police Seized Goods 2017-18	Where cash is not to be counted and/or banked, an appropriate note should be added to the property management system to evidence the validity of not counting/banking.	Amber	This is related to ECD POCA policy, the recommendation will be forwarded to ECD to review and update their document accordingly.	31st March 2018
Police Seized Goods 2017-18	There should be a secondary witness to all disposals and this should be clearly evidenced either through a signed receipt or recorded note on PMS.	Amber	This process exists, the Force will monitor compliance to ensure the correct steps are undertaken	Implemented on receiving the Final Report
Police Seized Goods 2017-18	A spot check of processed disposals should be conducted on a regular basis to confirm compliance with procedures and to identify any inappropriate disposals.	Amber	Implementing spot checks will ensure the process detailed in the above recommendation is completed.	31st March 2018
Police Seized Goods 2017-18	All safes across the force retaining high value/risk property items should be audited on a monthly basis to reconcile the PMS records against the actual items retained.	Amber	There is a capacity issue within property to undertake this recommendation and currently there are not sufficient resources for this activity to take place	Risk accepted

CITY OF LONDON

CHAMBERLAIN'S DEPARTMENT

INTERNAL AUDIT SECTION

CITY OF LONDON POLICE

PROGRAMME MANAGEMENT AUDIT

FINAL REPORT

Date Issued: November 2017

Issued to: Ian Dyson, Commissioner of City of London Police
Alistair Sutherland, Assistant Commissioner
Jane Gyford, T/Commander Operations
Pauline Weaver, Project Office Manager
Alex Orme, Policy Manager

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SECTION A: INTRODUCTION, ASSURANCE STATEMENT AND KEY CONCLUSIONS

Introduction

1. This audit was undertaken at the request of the Performance and Resources Sub (Police) Committee in response to a concern that had been raised at the increase in costs for the City Police Accommodation Programme. The initial estimate for the programme was in the region of £44.4 million and the current budget is £118million. This is a complex programme of work with input from the City Surveyor's department, as well as the City Police (CoLP). In addition to budget estimate issues, communication problems between the City Surveyor's and CoLP staff have been cited by management as resulting in a lack of clear governance, management of resources, and reliable outcomes.

2. The City Corporation utilises a system called Project Vision for logging and tracking projects across the City, including the CoLP. The CoLP currently has 21 open projects. The total estimated cost of these projects as recorded on the system is £55.3m. However, there are other projects recorded using the corporate Project Vision system including, for example the Police Accommodation Programme and Information Systems projects, which are managed by other departments and are, therefore, not recorded as CoLP projects. Therefore, the total value of projects related to the CoLP is far greater than the estimated amount recorded as CoLP projects on Project Vision, which is evident given the £118million budget to date of the Accommodation Programme alone.

3. Approval via the City's Project Gateway process may be for a programme of works, such as the Police Accommodation Programme, or for individual projects, for example, the Police ID Crime Project. A programme will comprise a number of projects; and each of these projects will be subject to approval. It is not possible to estimate the cost of overall programmes at the outset. The number and nature of projects to deliver the programme may change as more issues arise, such as, decisions to alter the initial outcome of the programme where more options become available, or costs prohibit realising certain aspects of the intended outcome.

4. This audit examined a sample of CoLP programmes and associated projects. The following programmes and associated projects were selected for the purposes of sample testing for the audit:

   - Police Accommodation Programme (original approved budget £44.4million, current budget £118million);
   - Action Know Fraud (original approved budget £35.6million, current budget £36.7million);
   - Ring of Steel (approved budget £765,000, current cost £3.6million);

- Police ID Crime (approved budget £525,000)

Assurance Statement

Assurance Level	Description
AMBER	There are a number of significant control weaknesses and/or a lack of compliance, which could put the achievement of system objectives at risk and result in error, fraud, loss or reputational damage.

Key Conclusions

Summary of Conclusions

- **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.**

- **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.**

- **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.**

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Governance

- As part of the initial research and development process a detailed programme execution plan should be produced in order to identify projects streams, resources required and estimated costs. For the sample of projects examined in this audit, two of the four sampled schemes: Action Know Fraud and Police ID Crime, a Programme Initiation Document (PID) "Blueprint" had been prepared. A detailed programme execution plan, (which would define the scope/aims of the project and how this would be achieved) was not produced for the Police Accommodation Programme. The Assistant Commissioner has stated that the development of a PID was requested from the original business case and was a key role within the appointment of the programme team. It has been concluded that this contributed to the significant disparity between the initial estimates for the programme of £44.4 million to the current budget of £118million. At the time of bringing the projects together to form the Ring of Steel Programme, a programme plan was not produced. The current iMS-DRS project, which is the only aspect of the programme currently being delivered has increased its expected costs from £764,798 to £2,461million. The programme is currently going through a 'pause and review' process to establish where the programme is at and where it needs to get to. As part of this 'pause and review', a programme plan will be developed to document what the programme will look like including scope/aims, resources, project streams, governance and milestones. The Ring of Steel programme will not be progressing as a separate programme. The iMS-DRS is one project within the new Secure City Programme. A recommendation has been raised, whereby the CoLP will take steps to ensure that a PID is prepared for all programmes going forward (Recommendation 1).

- A roles and responsibilities document was produced in 2013 to define who had involvement in the Police Accommodation Programme and what their roles/responsibilities in regard to the programme are. However, since its creation this document has not been reviewed and the programme has now moved on. As a result of this, some of the roles/responsibilities are no longer relevant. In addition to this, a third party WYG Ltd. now have responsibilities in regard to the programme and are not included in the document. The roles/responsibilities should be reviewed on a regular basis to confirm that they are appropriate and accurate in line with the stage that the programme is at. The roles and responsibilities of officers and organisations involved in the iMS-DRS project for the Ring of Steel programme are defined within the project's PID. However, the Programme Manager confirmed that for the other projects in the programme (which are currently on hold), the roles and responsibilities have not been as clearly defined as they do not include the remit of officers with roles in the projects (Recommendation 2).

- A new governance structure has been proposed for the Police Accommodation Programme which would amalgamate the steering group and project board into

one programme board and the three sub groups will be revised to oversee specific projects. However, this newly proposed structure has not been agreed and terms of reference for the new forums have not been produced which would outline the purpose of each of the groups. A decision is required to be made on the governance delivery model and terms of reference documents for the forums, in order for it to be clear what each group is responsible for. A recommendation has therefore been raised to ensure that this is decided upon (Recommendation 3).

Project Management

- With reference to the Ring of Steel Programme, the expected outcomes and benefits for the iMS-DRS projects were defined within the PID for the project and also the benefits matrix, which was produced by Business Analysts. Although the benefits and expected outcomes have been defined for the iMS-DRS project, there currently is no ongoing monitoring of these to ensure that the project is on track to deliver these (Recommendation 4).

- A template has been agreed with CoLP Finance in order to report budget spend for the iMS-DRS project for the Ring of Steel Programme to the Force Change Board on a monthly basis. However, there has not been regular budget monitoring for the iMS-DRS project by the project board, where actual costs are currently £3.6million compared to the original approved budget of £765,000 (Recommendation 5).

Risk Management

- It was confirmed that each project within the Police Accommodation Programme has its own risk register. This includes the 'enabling projects' which are managed by the Police. However, it was identified that risk owners have not been assigned to the individual risks in all of the project risk registers which can lead to a lack of ownership of the risks (Recommendation 6).

Change Control

- An examination of the change control processes across the sample of programmes/projects reviewed identified that different processes and change control forms are used for CoLP managed projects. There is no standardised approach to change control for CoLP projects and no standard templates which should be used. Additionally, it was identified that although the change control request forms used require stakeholder input (as outlined in the proceeding sub sections for each programme/project), evidence obtained during the audit highlighted that comments from stakeholders are not always

recorded and the forms have not been signed by all relevant parties (Recommendation 7).

Project Closure

- A report of CoLP Projects was obtained from the Corporate Project Vision system. It was confirmed that a number of these projects remain open on the system, although the projects have been completed. The following projects have been completed but gateway 7 (closure) reports have not been produced and reported to Project Sub Committee and, therefore, have not been closed on the Project Vision system:
    - Business Continuity Critical Systems;
    - EROS 2;
    - HR OS Upgrade;
    - GYE Furniture;
    - Mobile Working Services;
    - Remote Access Deployment;
    - Technology Infrastructure Refresh;
    - Digital Interview Recorders; and,
    - Impact Programme 2010/11.

- A draft report has been produced to be reported to Project Sub Committee in order to formally close the above projects with the City. However, at the time of the audit this had not been completed and, therefore, these projects remain open on the system (Recommendation 8).

Relationship Management

- Issues have been identified, with information sharing between the parties. In particular, in respect of the Accommodation Programme. These issues include lack of transparency between parties, perceived issues with the effectiveness of sharing information (on the basis, for example, of sensitivity and confidentiality), and the security vetting status of staff involved in the project/programme. Currently, there is no information sharing agreement between the City and CoLP, which could help to address these issues (Recommendation 9).

- All projects meeting the criteria of the project procedure have to follow the City's gateway process. A review of a sample of programmes/projects has identified instances where the gateway process could be streamlined for City of London Police projects. These include projects which are externally funded

for example by Home Office grants. These projects present no initial financial risk to the City, unless approved funding is overspent. The possibility of streamlining the gateway process should be raised with the Town Clerk, by allowing the CoLP to conduct gateway 1-3 through their internal governance structures, and either providing informal updates of these stages followed by formal sign off of a gateway 5 report, or by including sufficient detail in a gateway 5 report regarding the information normally included in gateway 1-3 reports.

- In the case of the Police Accommodation Programme, gateway reports are currently produced for individual projects within the programme to draw down on budgets that have previously been approved through the gateway reports for the programme. Project Sub Committee meetings are held every six weeks and this can, therefore, prevent a project from proceeding where a decision is required to be taken at the committee meetings. Consideration could be given to potentially streamlining the gateway process by allowing the City of London Police to conduct gateway 1-3 through their internal governance structure and reporting formally to committee at gateway 5, as long as the scope and budget of the project is in line with that originally approved in the programme gateway reports. The gateway 5 report should then include sufficient detail on the steps taken from gateway 1 to 3 to allow for an effective decision to be taken by Project Sub Committee (Recommendation 10).

Recommendations	Red	Amber	Green	Total
Number Made:	2	8	0	10
Number Accepted:	2	8	0	10

SECTION B: KEY FINDINGS AND RECOMMENDATIONS

<u>Governance Arrangements</u>

5. CoLP Projects can be identified in a number of ways. Some projects are mandatory projects that have to be completed as determined by the Home Office. For example, this may be due to a change in legislation. Projects can also be identified due to operational need to keep the Force fit for purpose (i.e. the Police Accommodation Programme). Other projects can be identified through ideas from members of staff/officers in order to improve service delivery.

6. There is a Force Change Board (FCB) in operation which reviews proposed projects. The FCB will review the viability of the projects and identify whether they are in line with the Policing Plan and whether the budget will be available in order to fund the projects. If the FCB believes a project should be taken forward, this must be completed in line with the City's project procedure.

7. The FCB receives highlight reports for each of the CoLP managed projects to ensure that there is appropriate top-level oversight of the projects and to monitor the progress of these.

8. During discussion with the Project Office Manager, it was stated that previously there has been an issue with resourcing projects, with Project Managers within CoLP being given too many projects to manage these effectively. This led to insufficient capacity in the past for effective project management within CoLP. However, arrangements are now in place in order to prevent this from reoccurring.
   Going forwards the Force will recruit contractors to manage projects (funded by the project budget) where the 3 project managers in the CPO establishment do not have the capacity to do so.

9. All decisions on police projects internally are made by the FCB, and it is this forum which will decide on whether there is the capacity to manage new projects. The FCB includes membership from the Change Portfolio Office.

Police Accommodation Programme

10. DTZ plc completed an exercise in 2012 to identify the options available to CoLP in regard to accommodation. The report produced as a result of this exercise outlined a number of options, but also recommended to the Force the most appropriate option in terms of value for money. These options were presented to Project Sub Committee for review in the form of a gateway 3 report, with the recommended option approved.

11. However, after approval from Project Sub Committee, a detailed programme execution plan (which would define the scope/aims of the programme and how this would be achieved) was not produced. An external Programme Manager was contracted (from WYG Ltd.) in 2015 who produced a timeline of events for completion of the programme. The Programme Manager has also started to produce a more detailed execution plan for the programme, although at the time of the audit this had not been finalised. This plan should have been produced at the outset of the programme and, therefore, a recommendation has been raised (see recommendation 1).

12. A roles and responsibilities document was produced in 2013 to define who had involvement in the Police Accommodation Programme and what their roles/responsibilities in regards to the programme were. However, since its creation this document has not been reviewed and the programme has now moved on; therefore, some of the roles/responsibilities are no longer relevant. In addition, WYG Ltd. now has responsibilities in regard to the programme and is not included in the document. The roles/responsibilities should be reviewed on a regular basis to confirm that they are appropriate and accurate in line with the stage that the programme is at. A recommendation has been raised to address this (see recommendation 2).

13. The following governance structure is in place for the oversight of the Police Accommodation Programme:
    - Strategy Steering Group;
    - Project Board;
    - Core Group;
    - Three sub groups (Programme Support, Operational Projects Lead, Buildings & Infrastructure Lead); and,
    - CoLP Accommodation Board (internal Police governance forum).

14. The terms of reference documents for the Strategy Steering Group and the Project Board were requested, but Audit were unable to obtain copies of these and, therefore, could not confirm that these are in place and up to date.

15. A new governance structure has been proposed by the Project Manager, which would group the steering group and project board into one programme board and the three sub groups will be revised to oversee specific projects. However, this newly proposed structure has not been agreed and terms of reference for the new forums have not been produced which would outline the purpose of each of the groups. A decision is required to be made on the agreed governance delivery model and terms of reference documents for the agreed forums need to be produced in order for it to be clear what each group is responsible for. A recommendation has, therefore, been raised to ensure that this

is decided upon by *the Assistant Town Clerk* (see recommendation 3).

16. There has been engagement with stakeholders for the Police Accommodation Programme from initial planning to current project delivery. The stakeholders consulted with have been both internal and external to the organisation.

Action Know Fraud

17. A Project Initiation Document (PID) was produced to define what the project was going to achieve, who would be involved in the project and what their roles/responsibilities are. The PID also defined the governance arrangements and methodology that would be followed for the project. The PID was reviewed and approved by the Senior Responsible Officer for the project and by the Board members for the Action Know Fraud Board.

18. In addition to the PID, an 'Integrated Delivery Plan' was produced, which sets out a timeline of events from the start of the project to completion. This allows the project to be tracked against key time points in the project delivery.

19. A Project Manager has been assigned for the Action Know Fraud Project who has the responsibility of co-ordinating the project team and managing the project as well as the relationship with the contractor for the project, IBM. The roles/responsibilities of the key officers involved in the project have been defined within the PID.

20. The following governance structure is in place for the oversight of the Action Know Fraud project:
    - Implementation Programme Board;
    - Comms & Marketing Sub Group;
    - Implementation Sub Group; and,
    - Business Change Group.

21. There are also a number of smaller forums below the above groups/boards. Each of the boards/groups has an up to date terms of reference document, which details its membership, purpose and frequency of meetings.

22. There has been engagement with the key stakeholders for this project, including the City, the supplier (IBM) and the Metropolitan Police.

Ring of Steel

23. This programme was introduced after identifying that a number of ongoing projects at the Police were actually linked to each other and, therefore, could be delivered as a programme rather than standalone projects. Each of the projects had their own project plans and project management arrangements prior to being brought together as a programme. This programme was approved by Project Sub Committee through the gateway process.

24. At the time of bringing the projects together to form the Ring of Steel Programme, a programme plan was not produced. The programme is currently going through a 'pause and review' process to establish where the programme is at and where it needs to get to. As part of this 'pause and review', a programme plan will be developed for to document what the programme will look like including scope/aims, resources, governance etc. However, as this was not produced at the outset of the programme, a recommendation has been raised (see recommendation 1).

25. Currently only the iMS-DRS project within the Ring of Steel Programme is being delivered with the other projects on hold. A PID for this project was produced to outline the scope and aims of this project. This project was approved to start by the Project Sub Committee through a gateway report.

26. A project manager has been assigned to the iMS-DRS project and conducting the 'pause and review' process was led by T/Commander Ops.

27. The roles and responsibilities of officers and organisations involved in the iMS-DRS project are defined within the PID. However, the Programme Manager confirmed that for the other projects in the programme (which are currently on hold), the roles and responsibilities have not been as clearly defined, as they do not include the remit of officers with roles in the projects. It was agreed that this is an area of improvement and a recommendation has been raised (see recommendation 2).

28. A Programme Board was operational whose membership was made up of the Programme Manager and other executives/officers with involvement in the programme. However, as only the iMS-DRS project is being delivered, the Programme Board is not meeting, but there is a Project Board for the iMS-DRS project which meets regularly to discuss and review the project. The iMS-DRS Project Board has a terms of reference document, which defines its membership, purpose and frequency of meetings.

29. There has been engagement with various key stakeholders throughout delivery. It was, however, identified that the current iMS-DRS project has increased its costs from £764,798 to £3,635,500. The reasons for this, outlined in the issue report to Project Sub Committee, include:

- Initial scoping of the new project failed to identify the need for a number of items that will support the delivery of the project and de-risk its implementation; and,
- Prior to the ITT, the requirements for iMS-DRS were fluid and the CoLP have stated that, in their view, the support provided by IT was understandably inconsistent.

It was, therefore, identified that there was ineffective engagement between stakeholders in the planning of the iMS-DRS project. This has been addressed with Recommendation 1.

Police ID Crime

30. The Police ID Crime Project is currently dormant due to CoLP awaiting the result of a funding bid to the Home Office. The project was originally to be funded through the Home Office Innovation fund; however, this was required to be used during the 2016/17 financial year. Due to delays in the procurement process, this was not possible and the project could not be delivered, and a new bid was entered for funding from the Home Office Transformation Fund.

31. It was, however, confirmed that a PID and project plan timeline were produced for the Police ID Crime project, where this was going to be delivered using the Home Office Innovation funding. A new project plan is to be produced if the funding bid for the Home Office Transformation Fund is successful.

32. Two officers have been assigned responsibility for the delivery of this project within CoLP. The roles associated with the project have also been outlined within the PID. The roles and responsibilities are to be reviewed upon a successful bid.

33. Engagement occurred with the following stakeholders in the planning and initial delivery of the project for when this was to be delivered in the 2016/17 financial year.
    - City of London;
    - Home Office (for funding);
    - Barclays Bank PLC;
    - Metropolitan Police (previous users).

34. Discussion with the responsible officers for the project confirmed that if the bid to the Home Office is successful the project will deliver what was original envisaged

and more, due to the level of funding that will be available. Further engagement with stakeholders will be required to discuss what the project will deliver and what the roles and responsibilities of various parties will be.

Priority	Issue	Risk
Amber	After approval from Project Sub Committee, a detailed programme execution plan was not produced for the Police Accommodation Programme. It was also identified that the current iMS-DRS project within the Ring of Steel Programme did not have a programme plan and has increased its costs from £764,798 to £3,635,500. It was identified that there was ineffective engagement between stakeholders in the planning of the project.	Where a programme execution plan is not produced at the outset in effective consultation with stakeholders, there is a risk that the programme may not be appropriately guided, which could result in poor decision making and ineffective delivery of the programme.

Recommendation 1: For all future programmes/projects, a comprehensive plan should be produced, in consultation with all relevant stakeholders, which reflects the vision and full scope of the programme/project as well as the underlying objectives, which will confirm how that vision will be achieved. The plan should also outline how the programme will be delivered including governance arrangements, roles and responsibilities, resource implications and risk management arrangements.

Management Response and Action Plan Responsibility: This recommendation is accepted and is now being implemented for all new projects. Projects already in train are also being reviewed and where there are gaps in the documentation these are being addressed.

Target Implementation Date: Implemented.

Priority	Issue	Risk
Amber	A roles and responsibilities document was produced in 2013 for the Police Accommodation Programme. However, since its creation this document has not been reviewed and the programme has now moved on and, therefore, some of the roles/responsibilities are no longer relevant and additional responsibilities now relevant to the programme are not included. The iMS-DRS project within the Ring of Steel Programme has a PID, which clearly defines the roles and responsibilities of officers and organisations involved in this project. However, the Programme Manager confirmed that for the other projects in the programme (which are currently on hold) the roles and responsibilities have not been as clearly defined as they do not include the remit of officers with roles in the projects.	Where roles and responsibilities are not clearly defined and up to date, there is a risk that the organisation and officers are unaware of their remit in the delivery of the programme/project, which could result in ineffective management.

Recommendation 2: The roles and responsibilities of organisations and key individuals in the delivery of the programme/project should be clearly defined and communicated. These should be reviewed on a regular basis to confirm that the roles and responsibilities remain relevant and up to date.

Management Response and Action Plan Responsibility:
The Ring of Steel is now the new Secure City Programme and all roles within this programme will be clearly defined.

Target Implementation Date:

Priority	Issue	Risk
Red	A new governance structure has been proposed for the Police Accommodation Programme. However, this newly proposed structure has not been agreed and terms of reference for the new forums have not been produced, which would outline the purpose of each of the groups. Audit requested the terms of reference for the Strategy Steering Group and the Project Board for the Police Accommodation Programme but have been unable to obtain copies of these and, therefore, could not confirm that these are in place and up to date.	Where there is not a clearly defined governance structure, there is a risk that officers are unaware of the roles/responsibilities and level of authority of the Boards/Groups, which could result in poor decision making. There is also a risk of duplication of effort resulting in a waste of resources.

Recommendation 3: A decision should be made on the proposed governance structure for the Police Accommodation Programme and the newly agreed structure should be clearly defined. All boards/groups within the governance structure should have a terms of reference document in place, which clearly defines its purpose, roles/responsibilities, membership and meeting frequency.

Management Response and Action Plan Responsibility:

A 'TOR' is available for the CoLP Accommodation Board.

Target Implementation Date: Implemented.

Project Monitoring

35. The Project Vision system is in place to allow regular project monitoring/tracking to take place. A monthly update on the system for projects is required to be completed and a RAG rating assigned to outline whether the project is on track to be delivered on time, within budget and delivering the expected benefits.

36. The Project Sub Committee receives a report on police managed projects with a red or amber rating on the Project Vision system, which highlights projects that are not on track to be delivered as expected.

37. The Corporate Projects Board will receive an update on issue reports for projects, which are to also be reported to the Project Sub Committee.

Police Accommodation Programme

38. The original budget for the Police Accommodation Programme was set within the initial gateway reports to Project Sub Committee. The budget required was to be met by the City as a result of the funding gap between expenditure and capital receipts from the sale of property no longer required.

39. A Finance Tracker for the Police Accommodation Programme is maintained, which tracks the approved budgets for each project within the programme and spend against these budgets. The finances are reported to the Strategy Steering Group and Project Board on a regular basis.

40. The expected outcomes of the programme were defined within the original gateway report to Project Sub Committee. This report detailed the following success criteria:
    - Fit for purpose, modern estate to be delivered to enable the determination of the leasehold interest of 21 New Street in October 2016.
    - Accommodates the reduced manpower (1,100 down from 1,341) with sensible flexibility for future manpower growth.
    - Delivered within estimated range of £30 -£44.4 million.
    - Disposals achieved above estimated range of £16 and £27 million.
    - Funding gap, therefore, reduced from £54 million to between £3 and £28.5 million, excluding the courtyard infill option.
    - Annual running cost saving of £1.25 million or more.

41. The project timeline also includes key milestones to be reached in order to deliver the programme.

42. A monthly highlight report is reported to the Programme Strategy Steering Group and this report includes sections for updating sections on 'key milestones', 'benefits realisation' and 'benefits commentary'. However, a review of the latest report identified that the benefits were not in line with those originally outlined in the gateway report.

43. In addition, it was confirmed with the Programme Manager that there are no targets to be met in line with the original benefits to determine whether the Force is on track to deliver them. For example, the benefit of reducing man power down to 1,100 by the end of the programme is not measured continuously and there are not in year targets to be met for this. It is, therefore, not entirely clear whether the originally envisaged benefits are on track to be delivered. A recommendation has been raised to address this (see recommendation 4).

Action Know Fraud

44. The budget for the Action Know Fraud project was defined within the gateway reports to Project Sub Committee and in the initial PID for the project. This project is to be funded by the City and through matched funding from the Home Office. The funding from the City was for the costs of the Project Team and for the contract with the supplier IBM.

45. The budget for the Action Know Fraud project is monitored on a monthly basis. Monthly budget reports are produced and these are reported to the Implementation Programme Board for review and scrutiny. The IPB has overall oversight of the project.

46. The expected deliverables for the Action Know Fraud project are outlined within the PID and Business Case. A benefits realisation exercise is currently being completed with PWC for the Action Know Fraud project. This will identify the expected benefits as a result of the delivery of the project and how these will be monitored against.

47. However, at the time of the audit this exercise had not been completed and was not conducted at the beginning of the project. A highlight report is produced on a monthly basis for the Action Know Fraud project. This provides an update against the status of the project, the delivery of the project against milestones and the key risks. However, as the benefits of the delivery of the project have not been finalised the report currently does not update against the expected benefits. A recommendation has, therefore, been raised (see recommendation 4).

Ring of Steel

48. The original budget for the Ring of Steel programme was defined within the original gateway reports to Project Sub Committee. The gateway 5 report for the only ongoing project in this programme (iMS-DRS) to Project Sub Committee details the funding sources in order to meet the approved budget. This included funding from the City Trust Fund, on street parking reserve and police cash limited resources.

49. A quarterly return is submitted to the Capital Team with the finances for the programme/project. However, it was confirmed with the Programme Manager that there has not been regular monthly monitoring of the budget for the iMS-DRS project as there has not been the demand from the Project Board for reports of finances.

50. In November 2016, the Project Office Manager was given responsibility of monitoring the budget through exception; however, this monitored the budget

from a high level and the Project Board did not monitor in more detail.

51. A template has been agreed with Finance in order to report budget spend for the iMS-DRS project to the Force Change Board on a monthly basis; however, as there has not been regular budget monitoring for the iMS-DRS project by the project board on a regular basis, a recommendation has been raised (see recommendation 5).

52. A programme execution plan for the Ring of Steel programme was not produced at the outset of the programme. Therefore, the expected benefits of the entire programme had not been defined.

53. The expected outcomes and benefits for the iMS-DRS projects were defined within the PID for the project and also the benefits matrix, which was produced by Business Analysts. Although the benefits and expected outcomes have been defined for the iMS-DRS project, there is currently no ongoing monitoring of these to ensure that the project is on track to deliver these. A recommendation has, therefore, been raised (see recommendation 4).

Police ID Crime

54. This project is currently on hold and, therefore, no budget is being spent. This was originally to be funded through the Home Office Innovation Fund, in which CoLP had a bid successfully granted. However, due to a delay in the procurement process this could not be delivered in the required timeframe.

55. It was, however, confirmed that during the 2016/17 financial year, financial outturn reports were required to be submitted to the Home Office to confirm what had been spent. Audit confirmed that these outturn reports were produced by CoLP and reported as appropriate.

56. The expected outcomes and benefits for the Police ID Crime project were defined with the PID, and the Funding Bid to the Home Office. However, as this project is currently on hold and is not being delivered, these outcomes and benefits are not currently being monitored.

Priority	Issue	Risk
Amber	A review of the latest police accommodation highlight report identified that the benefits were not in line with those originally outlined in the gateway report. In addition, it was confirmed with the Programme Manager that there are no targets to be met in line with the original benefits to determine whether the Force is on track to deliver them. As the benefits of the delivery of the Know Fraud project have not been finalised, the report currently does not update against the expected benefits. Although the benefits and expected outcomes of the Ring of Steel Programme have been defined, there currently is no ongoing monitoring of these to ensure that the project is on track to deliver these.	Where benefits and key measures of success are not defined from the outset, there is a risk that relevant stakeholders may not be fully aware of the success of the programme/project.

Recommendation 4: The full expected outcomes and benefits as a result of the successful delivery of programme/project should be defined for on-going projects and key measures of success against these benefits should be determined and measured on a regular basis. All new programmes/projects should have to prepare a paper on the outcomes and benefits of programmes/projects.

Management Response and Action Plan Responsibility:

1. The Force cannot report on benefits in the Highlight report until the Programme Board and Members have approved the detailed Monetisation Project through the relevant Gateway reports starting in December 2017 other than in high level process terms. Members have provided £500k to start this work which is also included in the Issues report.

2. The Programme has a functional benefits lists addressing known required service improvements i.e. service allows victims to "Track My Crime", already built into the service at Go Live. In fact as part of requirements building included all NFIB/AF staff, all forces, victims groups, banking and commerce and others to address their concerns and to be deliverable from Go Live. This has been reported to the Programme Board on a number of occasions (see: an example of likely functional benefits communicated includes KF Functionality Outline above).

Priority	Issue	Risk
Amber	It was confirmed with the Programme Manager for the Ring of Steel that there has not been regular monthly monitoring of the budget for the iMS-DRS project as there has not been the demand from the Project Board for reports of finances. A quarterly return is submitted to the Capital Team and a template has now been agreed with Finance in order to report budget spend for the project to the Force Change Board on a monthly basis. However, prior to this there has not been regular budget monitoring for the iMS-DRS project by the Project Board.	Where project budgets are not monitored on a regular basis by the project board, there is a risk that potential variances are not identified and investigated at the earliest opportunity, which could result in significant overspend and a subsequent financial loss.

Recommendation 5: Expenditure against the approved budget should be monitored on a regular basis by the project board to identify any potential variances at the earliest opportunity.

Management Response and Action Plan Responsibility:
This is agreed and the Force has implemented for all projects.

Target Implementation Date: Implemented.

Risk Management

Police Accommodation Programme

57. The key risks to the implementation and delivery of the programme have been identified and recorded by the Project Manager. These have been recorded in a register to be maintained and include the following details:
   - Risk description;
   - Risk type;
   - Risk owner;

- Mitigating actions;
- Target resolution date; and,
- Risk rating (H/M/L).

58. It was also confirmed that each project within the Police Accommodation Programme has its own risk register. This includes the 'enabling projects' which are managed by the Police. However, it was identified that risk owners have not been assigned to the individual risks in all of the project risk registers. This can lead to a lack of ownership of the risks. Additionally, the risks within these project risk registers have not been appropriately scored. Therefore, a recommendation has been raised (see recommendation 6).

59. The risks are regularly monitored and updated as necessary. Updates to the programme risks following the previous update are highlighted in bold within the key risk log for ease of reference.

60. The programme risks are formally reported on a monthly basis to the Strategy Steering Group and Project Board with updates provided to members of these forums. The project board is provided with a detailed descriptive report on a monthly basis, which includes a 'risk update' and has the entire programme risks attached as an appendix. The steering group is provided with a monthly highlight report, which details the risks scored as High (H) in the risk register.

Action Know Fraud

61. The Action Know Fraud Project has a comprehensive RAID log (risks, assumptions, issues and dependencies). The key risks to the delivery of the project have been identified and these have been assigned mitigating actions and risk owners.

62. The RAID log for the Action Know Fraud project is updated on a regular basis and reported to the appropriate forums.

63. There are weekly 'RAID review' meetings held, whereby, key officers involved in the project will review the RAID log and make updates as necessary. The updated RAID log is then reported to the Action Know Fraud Implementation Board at each of their meetings as part of a standing agenda item.

Ring of Steel

64. The Ring of Steel programme has a comprehensive RAID log. The key risks have been identified and these have been assigned risk owners, with actions taken to mitigate risks also documented.

65. The Programme Manager confirmed that the individual projects within the

programme also have risks identified; however, as currently only the iMS-DRS project is being delivered, the current RAID log is heavily weighted towards this project.

66. The RAID log for the Ring of Steel Programme is updated on a regular basis to ensure that risks are monitored and updated as necessary. The updates are included within the RAID log and are clearly dated.

67. The RAID log is reported to the Project Board for review at each of its meetings and the Board makes any further updates as necessary.

Police ID Crime

68. A RAID log was in operation for the Police ID Crime project, which defined the key risks of the project and these had been assigned mitigating actions and risk owners.

69. Discussion with the responsible officers for the project confirmed that the RAID log would be reproduced in line with any new funding approved by the Home Office. This would not be the same RAID log as before, since the project will have additional features, due to the level of funding that would be available, should the funding bid be successful.

70. The Police ID Crime project is currently on hold and, therefore, risks are currently not required to be monitored and updated. However, it was confirmed that the RAID log includes review dates and updates against the risks.

Priority	Issue	Risk
Amber	Each project within the Police Accommodation Programme has its own risk register, which sits beneath the programme risk register. However, Audit obtained the project risk registers for the Police Accommodation Programme (e.g. London Wall Car Park) and it was identified that risk owners have not been assigned to the individual risks in the registers. Additionally, the risks within these project risk registers have not been appropriately scored.	Where risks are not appropriately scored or assigned owners, there is a risk that the risks to the delivery of the projects are not effectively managed, which could result in these materialising.

Recommendation 6: Each individual project within a programme should have its own risk register with individual risks being appropriately scored and assigned an appropriate 'Risk Owner' who has the responsibility of managing and monitoring that risk.
Management Response and Action Plan Responsibility: This is agreed and is in place for all projects overseen by CPO.   **Target Implementation Date:** Implemented.

Change Control

71. An examination of the change control processes across the sample of programmes/projects reviewed identified that different processes and change control forms are used for CoLP managed projects. There is not a standardised approach to change control for CoLP projects and no standard templates, which should be used.

72. Additionally, it was identified that although the change control request forms used require stakeholder input (as outlined in the proceeding sub sections for each programme/project), evidence obtained during the audit highlighted that comments from stakeholders are not always recorded and the forms have not been signed by all relevant parties.

73. As a result of the findings outlined in points 87 and 88, a recommendation has been raised to address the issues (see recommendation 7).

Police Accommodation Programme

74. There is a clear process for changes to the Police Accommodation Programme. A change control form must be completed, which describes the potential change to be processed and the reason for this change. This is then reviewed and discussed by the Board with the change control form being signed off it is agreed. Changes cannot be implemented without the sign off of a change control form.

75. There is a central record of changes processed for the Police Accommodation Programme. The record is maintained within the highlight report, which is reported to the Strategy Steering Group. This details the change control reference number, a description of the change, the status of the change and the impact the change has had on the programme.

76. Any potential changes to the Police Accommodation Programme are required to be discussed and approved by both parties (CoLC and CoLP). The change control request form is required to be signed off by both parties to confirm both agree to the change. The changes to the programme are discussed at the

Board whose membership is made up of various stakeholders involved in the delivery of the programme.

77. Although there is a clear change control process, which is followed for the Programme, due to there not being an original programme plan there is not a baseline start point in order to change against. In order for change control to be a clearly effective process, the programme plan is required to provide a starting point. A recommendation has been raised in the 'Governance Arrangements' scope area to ensure that a programme plan is produced from the outset.

78. Since the original budget for the Programme was approved, the cost of the programme has significantly increased due to changes in the projects to be delivered and the inclusion of risk funding. Increases in the budget have been reported to Project Sub Committee through additional gateway reports.

Action Know Fraud

79. The process for change control over the Action Know Fraud project follows a similar process to the Police Accommodation Programme. A change control form is required to be completed detailing what the change would be and the reason for the change. The change control is required to be approved by both the supplier, IBM, and the client, CoLP, before it can be implemented.

80. A change control log is maintained for the Action Know Fraud project, which keeps track of any changes made to the project. This log details the change control reference number, a description of the change and the status of the change. Any comments against the changes, which have been discussed at the relevant forum, are recorded on the log.

81. As noted above, any potential changes to the Action Know Fraud project are required to be approved by both the supplier and the client before they can be implemented. This ensures that there is adequate engagement with both stakeholders before the changes are realised. Any changes are proposed at the Implementation Programme Board whose membership is made up of representatives from the stakeholders.

82. Since the original approval of the budget, the costs of the delivery of the project have increased. The increases in costs were reported to Project Sub Committee though an issue report and members approved additional funding for the project.

Ring of Steel

83. There is a clear change control process for the Ring of Steel Programme. A change control form must be completed, which details the requirements of the change and the reason for this change. If this is a requirement change with the supplier then the requirement is drafted and discussed with the supplier. The change control form must be signed off by all relevant parties before the change can be implemented.

84. There is a central record of changes processed in the Ring of Steel Programme in the form of a change control log. This log details the change control reference number, a description of the change and the status of the change. As the only project within the programme currently being delivered is the iMS-DRS project, the change control log is primarily focussed on this project.

85. Any changes to the Ring of Steel Programme are required to be discussed by relevant stakeholders before the change can be implemented. Where there is a change to the requirements needed from the supplier (BT), the change requirements are to be drafted and discussed with the supplier.

86. Since the approval of the original budget for the iMS-DRS project, the costs of the project have significantly changed and an 'issue report' is to be reported to Project Sub Committee to request approval for further budget. At the time of the audit, this had yet to be reported to Project Sub Committee as further clarification has been requested to be included within the issue report.

Police ID Crime

87. This project is currently on hold and awaiting acceptance of a funding bid from the Home Office. Therefore, there have not been any changes to the project.

Priority	Issue	Risk
Amber	The change control processes followed differ across CoLP managed projects and there is not a standardised approach to change control for CoLP projects including standard templates, which should be used. Additionally, it was identified that although the change control request forms used require stakeholder input, evidence obtained during the audit highlighted that comments from	Where there is not a standard change control process for all CoLP projects, there is a risk of inconsistencies across projects, which could result in key stakeholders not being engaged with prior to changes being implemented.

	stakeholders are not always recorded and the forms have not been signed by all relevant parties.	

Recommendation 7: A standard change control process should be introduced for all CoLP projects including the production of a template change control request form. The change control request should be discussed with all relevant stakeholders with their comments noted and the form being signed by all relevant parties prior to the change being implemented.

Management Response and Action Plan Responsibility:
This is agreed and the Force is currently working to implement the content of this recommendation.

Target Implementation Date: 31st March 2018

Project Closure

88. The City uses the 'Project Vision' system in order to monitor and track the progress of projects across City departments. Upon completion of a project, this should be closed on the system so that this can be reported as completed and not be included in the regular update reports for open projects.

89. A report of Police Projects was obtained from the Project Vision system. It was confirmed that a number of these projects remain open on the system although the projects have been completed. The following projects have been completed but gateway 7 (closure) reports have not been produced and reported to Project Sub Committee and , therefore, have not been closed on the Project Vision system:
   - Business Continuity Critical Systems;
   - EROS 2;
   - HR OS Upgrade;
   - GYE Furniture;
   - Mobile Working Services;
   - Remote Access Deployment;
   - Technology Infrastructure Refresh;
   - Digital Interview Recorders; and,
   - Impact Programme 2010/11.

90. A draft report has been produced to be reported to Project Sub Committee in order to formally close the above projects with the City. However at the time of the audit this had not been completed and, therefore, these projects remain open on the system. A recommendation has been raised to address this (see

recommendation 8).

91. A review of the report also identified that other open projects have not been updated on a monthly basis as required.

Priority	Issue	Risk
Amber	A report of Police Projects was obtained from the Project Vision system. It was confirmed with the Policy & Projects Officer that a number of these projects remain open although the projects have been completed and also that other projects have not been updated on a monthly basis as required. A draft report has been produced to be reported to Project Sub Committee in order to formally close these projects with the City. However at the time of the audit, this had not been completed.	Where Project Vision is not updated as required, there is a risk that these projects continue to be reported on, which could result in a view that the projects are delayed resulting in reputational damage to CoLP. Where project completion documents are not produced in a timely manner, there is a risk that lessons learned from the project are repeated in further projects and the success of projects not reported to committee result in potential reputational damage to CoLP.

Recommendation 8: A closure report should be produced and reported to the Project Sub Committee in a timely manner upon completion of the project in order for this to be formally closed with the City and to confirm benefits realised and lesson learned from the project.

Project Managers should be reminded that the Project Vision system should be updated on a monthly basis and completed projects should be closed on the Corporate system in a timely manner.

Management Response and Action Plan Responsibility:
The Force accepts this recommendation and highlights that of the project highlighted the majority have now been formally closed. Only Mobile Working Services remains to be formally signed off and the report for this is within the Committee cycle.

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Paragraph 90 supporting bullet points highlights that GYE furniture has not been closed on the Project Vision System. The Force highlights that this is within the CoL surveyors report suite.

Target Implementation Date: 31ˢᵗ March 2018

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Relationship Management

92. The City Project Procedure (gateway process) allows for there to be communication between CoLP and the City. In addition to this, all projects across the City Departments, including CoLP projects, are recorded on the Project Vision system for consistency and monitoring purposes. Regular updates are provided to the Corporate Projects Board (CPB) using the information on the Project Vision system.

93. Through a review of the sample of programmes/projects and through discussions with representatives from both the City and CoLP, it has been highlighted that there are currently potential issues causing ineffective and inefficient communications and relationships between the parties. In some instances this is causing delays in the delivery of programmes/projects.

94. Issues have been identified, in particular with the Accommodation Programme, with information sharing between the parties. The issues include lack of transparency between parties, perceived issues with the effectiveness of sharing information (on the basis for example on sensitivity and confidentiality), and the security vetting status of staff involved in the project/programme. There currently is not an information sharing agreement between the City and CoLP, which could help to address these issues. A recommendation has been raised to address this (see recommendation 9).

95. All projects meeting the criteria of the project procedure have to follow the City's gateway process. A review of a sample of programmes/projects has identified instances where the gateway process could be streamlined for City of London Police projects. These include:
    - Projects, which are externally funded for example by Home Office grants. These projects present no initial financial risk to the City unless there is an overspend against the approved funding. There is a potential opportunity that the gateway process could be streamlined here by allowing the City of London Police to conduct gateway 1-3 through their internal governance structures and either providing informal updates of these stages followed by formal sign off of a gateway 5 report or by including sufficient detail in a gateway 5 report regarding the information normally included in gateway 1-3 reports; and,

- In the case of the Police Accommodation Programme, gateway reports are currently produced for individual projects within the programme to draw down on budgets that have previously been approved through the gateway reports for the programme. Project Sub Committee meetings are held every six weeks and this can, therefore, prevent a project from proceeding where a decision is required to be taken at the committee meetings. The gateway process could be streamlined by allowing the City of London Police to conduct gateway 1-3 through their internal governance structure and reporting formally to committee at gateway 5 as long as the scope and budget of the project is in line with that originally approved in the programme gateway reports. The gateway 5 report should then include sufficient detail on the steps taken from gateway 1 to 3 to allow for an effective decision to be taken by Project Sub Committee.

96. A recommendation has, therefore, been raised to consider reviewing the gateway process to identify if there can be a more effective and efficient way of conducting this for specific CoLP projects (see recommendation 10).

97. It was confirmed that for meetings held within the sample of programmes/projects selected, there are meeting minutes and/or actions plans maintained. Additionally, Project Sub Committee meeting minutes are maintained and available to review. For some of the police led projects within the Police Accommodation Programme where there is sensitive information, redacted information is provided to the City.

Priority	Issue	Risk
Amber	There currently is not an information sharing agreement between the City of London City and City of London Police. Issues have been identified, in particular with the Police Accommodation Programme, with information sharing between the parties.	Where there is not an agreement for sharing information between the two parties, there is a risk of delays and disputes in obtaining required information, which could result in ineffective and inefficient project management.

Recommendation 9: An 'information sharing agreement' should be produced and formally agreed between the City of London City and City of London Police. The agreement should include details on, but not be limited to:

- The sensitivity levels of information;
- The ability and need to share sensitive information between parties;
- The processes for sharing information e.g. through GSCX email; and,
- The security vetting required by Officers to receive information.

Management Response and Action Plan Responsibility:

This recommendation is accepted.

Target Implementation Date:

Priority	Issue	Risk
Amber	Project Sub Committee meetings are held every six weeks and this can, therefore, prevent a project from proceeding where a decision is required to be taken at the committee meetings. A review of a sample of programmes/projects has identified instances where the gateway process could be streamlined for City of London Police projects including for projects, which are externally funded or where project budgets have already been approved as part of a programme.	Where a review of the process is not conducted and an approach agreed, there is a risk of ineffective and inefficient use of resources, which could result in a financial loss.

Recommendation 10: Consideration should be given to the City of London City and City of London Police discussing and reviewing the effectiveness and efficiency of the gateway process for all police projects. An approach should be agreed between the parties on the most effective and efficient process to be followed by the Police for all types of projects in the City gateway process and this approach should be formally documented.

Management Response and Action Plan Responsibility:

This recommendation is accepted. The CoLP will discuss the matter further with the Town Clerk.

Target Implementation Date: 31st March 2018

APPENDIX 1: AUDIT DEFINITIONS AND RESPONSIBILITIES

Assurance levels

Category	Definition
Nil Assurance 'Dark Red'	There are fundamental weaknesses in the control environment, which jeopardise the achievement of system objectives and could lead to significant risk of error, fraud, loss or reputational damage being suffered.
Limited Assurance 'Red'	There are a number of significant control weaknesses and/or a lack of compliance, which could put the achievement of system objectives at risk and result in error, fraud, loss or reputational damage.
Moderate Assurance 'Amber'	An adequate control framework is in place but there are weaknesses and/or a lack of compliance, which may put some system objectives at risk.
Substantial Assurance 'Green'	There is a sound control environment with risks to system objectives being reasonably managed. Any deficiencies identified are not cause for major concern.

Recommendation Categorisations

Priority	Definition	Timescale for taking action
Red - 1	A serious issue for the attention of senior management and reporting to the appropriate Committee Chairman. Action should be initiated immediately to manage risk to an acceptable level.	Less than 1 month or more urgently as appropriate
Amber - 2	A key issue where management action is required to manage exposure to significant risks, action should be initiated quickly to mitigate the risk.	Less than 3 months
Green - 3	An issue where action is desirable and should help to strengthen the overall control environment and mitigate risk.	Less than 6 months

Note:- These 'overall assurance level' and 'recommendation risk ratings' will be based upon auditor judgement at the conclusion of auditor fieldwork. They can be adjusted downwards where clear additional audit evidence is provided by management of controls operating up until the point of issuing the draft report.

What Happens Now?

The final report is distributed to the relevant Head of Department, relevant Heads of Service, and those involved with discharging the recommended action.

A synopsis of the audit report is provided to the Chamberlain, relevant Members, and the Audit & Risk Management Committee. Internal audit will carry out a follow-up exercise approximately six months after the issue of the final audit report. The on-going progress in implementing each recommendation is reported by Internal Audit to each meeting of the Audit & Risk Management Committee.

Any Questions?

If you have any questions about the audit report or any aspect of the audit process please contact the auditor responsible for the review, Peter Bampton, Senior Internal Auditor, on extension 1041 or via email to peter.bampton@cityoflondon.gov.uk. Alternatively, please contact Pat Stothard, Head of Audit & Risk Management via email to pat.stothard@cityoflondon.gov.uk.

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Meeting	Date
Performance & Resources Management Sub-Committee	1st February 2018
Subject City of London Approach to Project Management	
Report of Corporate Programme Office	For information
Report Author Rohit Paul	

Summary

This paper provides:

- An update of the work to improve project management procedures and practice across the Corporation, led by the Corporate Programme Office (CPO);
- Details on the background to this work, the activities completed so far and the proposed next steps in the implementation of this strategy;
- This includes proposals to:
    - (a) Refine the Gateway 0 approval process for closer alignment with departmental business planning;
    - (b) Introduce a Project Initiation Document (PID) at Gateway 0 to ensure projects are structured coherently and have identified key measures of success;
    - (c) Amalgamate Gateways 1-2 with the outcome of securing funding for feasibility at this stage;
    - (d) Add a dashboard cover sheet after Gateway 2 for cumulative reporting throughout the process.

Recommendations

It is recommended that you:

Note the proposed changes and raise any questions.

Background

1. It is recognised by Members and Officers that the current approach to project and programme management within the Corporation requires refinement. This is evident from issues identified within large and complex programmes of work undertaken by the Corporation.

2. Similarly, an audit report published in November 2017 highlighted areas for improvement within the City Police (CoLP) approach to project and programme management, along with recommendations for implementation.

3. Although some of these points were specific to CoLP there appears to be significant overlap with the problems found via the Corporation's review.

4. A programme of work is now ongoing within the Corporation to review the current procedures and address the issues identified.

Initial Work Completed

5. Initial work focused on consulting with officers across the organisation to identify areas for improvement. This included engagement with Project Managers and Chief Officers, as well as other service departments such as Procurement, Finance and Audit. A Project Management Board with cross-departmental representation was also established to provide strategic oversight for this programme of work.

6. Utilising the feedback acquired, the Programme Office grouped the key areas of focus thematically, establishing desired outcomes for this work programme.

   6.1 Project Management Control
   Incorporating:
   Providing strategic oversight to improve how we manage projects
   Mechanisms for recommending improvements

   6.2 Record Keeping and Information Sharing
   Incorporating:
       Filing and record keeping
       Information sharing

   6.3 Finance, Ownership and Risk
   Incorporating:
       Project ownership
       Financial ownership
       Financial reporting
       Risk reporting
       Cumulative reporting

   6.4 Working practices, Gateway process & support systems
   Incorporating:
       Gateway templates
       Project management support templates
       Project Vision and project management IT systems
       Procurement
       Best practice

   6.5 Organisational Culture and Roles
   Incorporating:
       Skillsets and training
       Early flagging and intervention
       Open working
       Trust/fear within governance
       Formulaic reporting

Issues

7. Feedback highlighted that many of the problems impacting projects could be negated by placing more emphasis on the early development stages. The issues identified include:
   - Uncertainty with the initial project design;
   - Unclear project aims;
   - Vague objectives which are not measurable;

- Late or no engagement with other departments such as procurement and communications;
- A lack of transparent and cumulative reporting to monitor changes in scope, design and cost throughout the process;
- Ill-defined ownership and control structures.

Solutions

8. To rectify these problems, it was decided that the project initiation stage and Gateways 1-2 would be refined. The proposed changes and benefits include:

    8.1 Project Initiation Document

    - Gateway 0 projects will be accompanied by a standardised PID;
    - Introducing a PID will prove beneficial by providing a coherent structure to support officers in addressing key questions at an early stage, including the project aims and measurable objectives;
    - Moreover, it will signpost officers to engage with other departments earlier in the process and encourage collaborative working, moving away from passive and reactive engagement;
    - It is also standard industry practice for project managers to complete documentation outlining scope and objectives at an early stage.

    8.2 Departmental Sign-Off

    - The PIDs will require Chief Officer approval before being embedded in to departmental business plans at Gateway 0;
    - The relevant service committee will then review the business plan and endorse the project's inclusion, after which it can proceed to Gateway 1;
    - This will allow for greater critique, providing opportunities for Members to track changes and suggest options for projects, at an earlier stage;
    - It will also place emphasis on greater departmental ownership, with the expectation that departments will review proposals before they enter the Gateway process, ensuring they are fit for purpose and relate to both the corporate priorities and service objectives.

    8.3 Refinement of Gateways 1-2

    - It is anticipated that enhancements to the initiation stages will allow refinements to the Gateway procedure, initially with a proposed combination of Gateways 1 and 2;
    - This promotes a shift towards a more outcome focussed approach to project management. Feedback shows the Gateway process is viewed in terms of governance and committees rather than being incremental in supporting delivery;
    - The intended outcome of Gateway 0 will be to enter projects in to the business plan and ensure they have Chief Officer approval;
    - The intended outcome of Gateway 1 (once combined) will be to secure initial funding for project development.

<u>8.4 Dashboard Reporting</u>

- From Gateway 2 onwards projects will be accompanied by a cover sheet that stays with the proposal throughout the process;
- This will provide a summary of the key information, capturing any changes to scope or costs, thereby providing Members with cumulative reporting until project closure;
- Work is ongoing to link these in digitally with the project management software, to provide departments with the capacity to maintain an overview of their portfolios via bespoke performance reports.

Other Updates

9. Other work completed includes a review of the current project management training in partnership with Learning and Development. Feedback has shown that the training offer is currently generic. A plan is in development to update the course to increase its relevance to the internal governance models and procedures. This will be supplemented by web based training guidance for the project software.
10. It is acknowledged that the current Gateway process is not ideal for programme management and reporting. Programme level reporting will also be examined as part of this work.
11. Alternative governance arrangements are being considered for the larger programmes. Upon approval subsequent projects will adhere to the new governance procedures and proceed in a consistent format.

Next Steps

12. The introduction of PIDs and the dashboard cover sheet will require refinement of the Gateway 1 and 2 templates to mitigate duplication. This will be reviewed at the end of January.
13. The CPO will continue to liaise with Cora systems (providers of the project management software) to integrate the proposed changes with Project Vision.
14. A report will be submitted to Project Sub Committee for final sign off on the proposed changes. The suggestions have been endorsed by Chief Officers.
15. Following the findings from the audit report it appears there are common issues across the Corporation and CoLP which require rectification. There is an opportunity here for closer alignment of processes and partnership working, to implement the suggested recommendations via the upcoming action plan, which the CPO are happy to support.

Appendices

Appendix 1: Glossary of Terms

Appendix 1 – Glossary of Terms

Term	Definition
Gateway Process	Current governance procedures for projects within the Corporation. Projects proceed incrementally through stages subject to committee approval.
Gateway 0	First stage of the gateway process at which Project Initiation Documents will be required for all projects. Projects at this stage will require Chief Officer approval before entering Business Plans.
Gateway 1	Stage at which authority to submit a project proposal is sought via Corporate Projects Board.
Gateway 2	Stage at which projects are presented to Members via Project Sub Committee. It is proposed that Gateway 1 and 2 are combined with the outcome of securing funds for feasibility studies.
Policy and Resources Committee	Corporate committee which is responsible for the City Corporation's governance arrangements, recommending its strategic priorities, agreeing policy, allocating overall resources and overseeing the City's security and emergency planning arrangements.
Project Dashboard Cover Sheet	Fixed sheet to remain with projects throughout its lifecycle (once funding has been allocated). This will cumulatively track changes throughout the process and provide an overview of progress.
Project Initiation Document (PID)	Document to ensure everybody understands the premise of the project and key information has been captured (such as the purpose and objectives).
Project Sub Committee	Sub-Committee which provides additional scrutiny, oversight and challenge for the management of major projects and programmes on behalf of the Policy and Resources Committee.

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Committee(s): Police Performance and Resource Management Sub-Committee	Date: 1st February 2018
Subject: 3rd Quarter Performance against measures set out in the Policing Plan 2017-20	**Public**
Report of: Commissioner of Police Pol 11-18	**For Information**
Report author: Stuart Phoenix, Head of Strategic Development	

Summary

1. This report summarises performance against the measures in the Policing Plan 2017-20 for the period 1st April 2017 to 31st December 2017.

MEASURE	CURRENT ASSESSMENT	2nd QUARTER ASSESSMENT	1st QUARTER ASSESSMENT	TREND
Measure 1: The number of crimes committed in the City	CLOSE MONITORING	CLOSE MONITORING	CLOSE MONITORING	➡
Measure 2: The capability and impact the Force is having against countering Terrorist Activity.	SATISFACTORY	CLOSE MONITORING	CLOSE MONITORING	⬆
Measure 3: The capability and impact the Force is having against countering Cyber Attacks.	SATISFACTORY	SATISFACTORY	SATISFACTORY	➡
Measure 4: The capability and impact the Force is having against countering Fraud.	SATISFACTORY	SATISFACTORY	SATISFACTORY	➡
Measure 5: The capability and impact the Force is having in safeguarding and protecting Vulnerable People.	CLOSE MONITORING	CLOSE MONITOIRNG	CLOSE MONITOIRNG	➡
Measure 6: The capability and impact the Force is having against countering Violent Crime.	SATISFACTORY	SATISFACTORY	CLOSE MONITORING	➡
Measure 7: The capability and impact the Force is having in policing City Roads.	CLOSE MONITORING	CLOSE MONITORING	CLOSE MONITORING	➡
Measure 8: The capability and impact the Force is having providing Protective Security to the City and responding to Public Order.	REQUIRES ACTION	REQUIRES ACTION	REQUIRES ACTION	➡
Measure 9: The capability and impact the Force is having against countering Acquisitive Crime.	CLOSE MONITORING	CLOSE MONITORING	CLOSE MONITORING	➡
Measure 10: The level of satisfaction of victims of crime with the service provided by the city of London police.	AWAITING ANALYSIS FOR QTR 3	CLOSE MONITORING	AWAITING ANALYSIS	N/A
Measure 11: The percentage of people surveyed who believe the police in the City of London are doing a good or excellent job.	REQUIRES ACTION	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 2nd quarter 2017-18 for the financial year (1st April 2017 – 31st 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', the criteria for this grading is supplied within the report for each measure and is contained within Appendix A. As requested at the Performance Sub-Committee meeting in May 2017 the report to your Committee continues to reflect the grading reported at PMG and the summary table shows the trend from the previous quarter.

3. As previous performance reports, a broad overview of wider Force performance is also included for Members' information and interest as part this covering report.

Current Position

Overview of Force Performance

4. A comparison with the same period in 2016-17 shows that between 1st April and 31st December 2017. The adoption of Niche has evolved the way our crime figures are collated and presented and the comparisons available are not the same as previously reported to Committee.

   - Violence with injury has decreased from 303 crimes reported in April 16 – December 16 to 266 crimes for the same period this year. This represents a decrease of 12.2%.

   - Violence without injury has increased slightly from 379 crime in last year to 385 crime for the reporting year so far, this represents an increase of 1.6%.

   - Victim-Based Acquisitive Crime for the year so far is reported as 2690, this compares to 2606 reported for the same period in 2016. This represents an increase of 3.2%. The biggest increases within this category for this year are Robbery of Personal Property increasing to 40 crimes from 22 (81.8%) and Theft from Person, increasing to 426 from 324 (31.5%) over this period there has also been a notable reduction in All Other Theft Offences falling to 1061 from 1128, a reduction of 5.9%.

   - Crimes Against Society which includes drug offences has reduced by 7.1% for the period so far reporting 551 crimes compared to 593 for the period last year, this reflects a 7.1% reduction.

   - At the end of December 2017, total notifiable crime had increased by 1.7% or 71 offences (4200 crimes compared to 4129 the previous year).

5. There are also a number of problem solving approaches (SARAs) in operation to tackle violent crime; specifically targeting knife crime/Gang ANPR activations and violence and ASB around Liverpool Street station. The Force has seen a reduction in violence with injury throughout this year representing a success for the targeting operations around violence.

6. Vulnerability (a new priority for 2017/18) continues to be addressed by a number of SARAs focussing on human trafficking/modern slavery, brothels, child sexual exploitation, drug dealing, sexual offences and suicide/attempted suicide. The Force is working with partners to reduce the risk to vulnerable people attempting to commit suicide within the City. Further information on this is in the narrative of the appendix as requested by Members at your last Sub Committee.

7. In addition to those items reported in previous quarterly reports to your Sub Committee, notable Force achievements and activities during the 3rd quarter 2017/18 include the following:

October

- Op Mass was undertaken on 17th October with help from Support Group, Communities, Special Branch, CID, FIB and NFIB. In partnership with the City of London Corporation's Trading Standards team and with assistance from the Financial Conduct Authority (FCA) and HMRC the Force visited offices that we believe to be offering high risk investment opportunities that 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.

- Operation Drive Insured, a national campaign, ran from 16-22 October 2017. On Saturday (21 October 2017), our Transport and Highways Operations Group activated their automatic number plate recognition (ANPR) monitors to Midas High, attempting to reduce the number of drivers on the roads of the City driving without insurance, MOT or even a license. Intelligence suggests that approximately 150 drivers of this type enter the City daily. Throughout the day, operators in the control room monitored vehicles coming through the City which had been highlighted via the ANPR monitors. They then alerted officers on the ground to any hits from the database. Officers were also able to run number plates while out in the City via their special Toughpad tablets. The operation, in total, resulted in 14 vehicles being stopped for offences.

  Three cars were seized and pounded as a result of being uninsured. An additional uninsured vehicle was stopped and the driver was made to purchase insurance at the roadside. Four other drivers were issued fines on the spot for driving with no MOT and another motorist was caught driving without a license.

- A man caught carrying a knife in the City was jailed for nine months. He was a passenger in a car that was stopped by officers in January where the driver gave information that did not match that of the car's owner, the vehicle was then searched and it was at that point a bag containing an offensive weapon was found.

November

- A Fraud Squad investigation led to two men being jailed for five years and nine months collectively. The men were behind a boiler room operation which stole over £7.5 million from 193 victims. They operated out of a City address and used aggressive sales tactics to intimidate and defraud victims.

- A man jailed last year for possession with intent to supply cocaine was ordered to pay over £60,000 for the benefit of his crime, following a joint financial investigation by our Financial Investigation Unit (FIU) and the Crown Prosecution Service (CPS). After his conviction,

confiscation proceedings were instigated by the FIU and the CPS – they discovered that Blackwood had not declared any taxable income since 2009, but from March 2012 to March 2016.

- A gang of fraudsters have been jailed for their involvement in the theft of £610,000 from business bank accounts. The gang used stolen data provided by one member to falsely impersonate company directors via telephone banking. Once they had gained access, they diverted funds to 'mule' beneficiary accounts. The group successfully breached over 60 bank accounts between 2011 and 2015.

- A convicted money launderer was jailed for six months after breaching his Serious Crime Prevention Order (SCPO) after an investigation by the fraud teams. This is the first time the City of London Police has had a SCPO enforced by the courts. A Serious Crime Prevention Order was given as part his initial sentence restricting this individual from opening or controlling more than one bank account, credit card, or savings account for five years. Upon his release and monitoring by ECD officers it was proven that this condition had been breached.

December

- The City of London Police and the Corporation met with representatives from Action Fraud, City Advice, Trading Standards and Age UK amongst other organisations at the event on 4th December at the City of London's Livery Hall, to raise awareness of the signs of financial abuse, including fraud and cybercrime. Practical tips that were shared on the day included never disclosing security details, don't assume everyone is genuine, don't be rushed, listen to your instincts and stay in control. The event brought together members of the public and key professionals to identify the ways in which people can be exploited.

- On 8th December the Force Resolution Centre (FRC) went live for its initial six month trial period. Throughout this period the process will be assessed and any necessary changes made to ensure that by June 2018 the centre if fully fit for purpose. The core objective behind the introduction of the FRC is to ensure that CoLP is working as efficiently and effectively as possible for the benefit of victims of crime, and the protection of vulnerable people.

- The NFIB's Mass Marketing team has helped to secure a 5 year sentence for serial fraudster who ran a fraudulent Disclosure and Barring Service (DBS) business. They had set up websites to process DBS checks for job seekers who had been told that they had been successful in their job applications. The reality was that the advertised jobs simply didn't exist and the DBS checks were totally unnecessary.

- CoLP officers accompanied by the Metropolitan Police in the early hours of Wednesday (20 December 2017) morning arrested two men, aged 18 and 24, at their homes in Southwark for offences including burglary and conspiracy to commit burglary. The early morning raids aimed to crack down on what the media have dubbed "moped smash and grabs" after a number of these offences have occurred in the City in the last 6 months.

- The Force ran a successful Christmas campaign with the following notable achievements:
  - 28 unnecessary ambulances were cancelled due to CoLP and LAS cycle responders.
  - 5,000 members of the public were given important crime prevention advice at our mobile police stations.

- o Handing out of 1,000 crime prevention bag hangers which allow people enjoying the City's bars, pubs and coffee shops to safely hang their bags and coats under their table to keep them out of sight and reach of thieves.
- o Project Servator teams policed high profile festive events in the City and chatted to the crowds.

Performance against measures

8. 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.

9. **Measure 1 –** This tracks the overall crime picture and provides ASB statistics for the City as information for your Sub Committee. For this period this measure has been assessed as Close Monitoring reflecting the 1.7% increase in recorded crime.

10. The next 8 measures reported cover the priority crime, threat & harm areas identified within the Force Strategic Assessment, which forms the basis of the Force 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.

11. Each area of the Control Strategy has an 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. This information is used to inform the plan assessment as to the achievement of each measure. 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.

12. 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 positon. Measures that are not reported as Satisfactory are summarised below for ease of reference.

13. **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 increases 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.

14. **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 current recruitment levels in this area of officers and specialist skill sets required for roads policing. While the Force is undertaking a lot of operations in this area the long term replacement of skilled officers may impact on the ability of the Force to meet demand in this area.

15. **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 current capacity of Level 2 trained officers. The Force has a recruitment and training plan in place to address the current situation.

16. **Measure 9 –** The capability and impact the Force is having against countering Acquisitive Crime. -This is assessed as Close Monitoring for reporting at out TT&CG reflecting the 3.6% rise recorded so far this year against the same period last year.

17. **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 85% and results in the assessment criteria of Close Monitoring. At the time of report submission the results for quarter 3 were not yet available. The below assessment remains the same as submitted to Committee last period.

18. **Measure 11 –** The percentage of people surveyed who believe the police in the City of London are doing a good or excellent job. - This measure is recorded as Requires Action as less than 80% of respondents felt safe within the City which is the main measure associated with scoring. This was reported as 78.81% within the survey and is a rise from 77.6% reported in the previous year.

Background Papers:

- **Appendix 'A' Performance Summary**

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POLICING PLAN PERFORMANCE 2017/18

MEASURE SUMMARY

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

Measure 1	City Crime Overview		Assessment		CLOSE MONITORING			
AIM/RATIONALE	To ensure the overall picture of crime within the City is monitored and emerging trends are acted upon within year.							
Reason for Assessment	This is recorded as Close Monitoring representing the 1.2% rise in crime for the year so far.							

Crime Category	2015/16 Apr - Mar	2016/17 Apr - Mar	Change No.	Change %	Last YTD	Current YTD	Change No.	Change %	Trend
Homicide	2	1	-1	-50.0%	1	2	1	100.0%	⬆
Violence with Injury	408	381	-27	-6.6%	303	266	-37	-12.2%	⬇
Violence without Injury	410	478	68	16.6%	379	385	6	1.6%	⬆
Rape	24	10	-14	-58.3%	10	15	5	50.0%	⬆
Other Sexual Offences	67	51	-16	-23.9%	42	56	14	33.3%	⬆
Victim-Based Violence	**909**	**920**	**11**	**1.2%**	**735**	**724**	**-11**	**-1.5%**	⬇
Robbery of Business Property	1	2	1	100.0%	0	5	5	500.0%	⬆
Robbery of Personal Property	40	26	-14	-35.0%	22	40	18	81.8%	⬆
Burglary in a Dwelling	7	24	17	242.9%	6	6	0	0.0%	➡
Burglary - Non Dwelling	226	237	11	4.9%	193	182	-11	-5.7%	⬇
Vehicle Offences	109	183	74	67.9%	123	131	8	6.5%	⬆
Theft from the Person	423	466	43	10.2%	324	426	102	31.5%	⬆
Bicycle Theft	275	373	98	35.6%	310	308	-2	-0.6%	⬇
Shoplifting	678	726	48	7.1%	500	531	31	6.2%	⬆
All Other Theft Offences	1422	1509	87	6.1%	1128	1061	-67	-5.9%	⬇
Victim-Based Acquisitive	**3181**	**3536**	**355**	**11.2%**	**2606**	**2690**	**84**	**3.2%**	⬆
Arson	7	3	-4	-57.1%	3	2	-1	-33.3%	⬇
Criminal Damage	255	222	-33	-12.9%	162	181	19	11.7%	⬆
Arson and Criminal Damage	**262**	**225**	**-37**	**-14.1%**	**165**	**183**	**18**	**10.9%**	⬆
Victim Based Crime	**4352**	**4681**	**329**	**7.6%**	**3506**	**3597**	**91**	**2.6%**	⬆
Drug Offences	*394*	*331*	*-63*	*-16.0%*	*257*	*237*	-20	-7.8%	⬇
Possession of Off Weapons	34	43	9	26.5%	31	43	12	38.7%	⬆
Public Order Offences	262	224	-38	-14.5%	170	171	1	0.6%	⬆
Misc Crimes Against Society	178	179	1	0.6%	135	100	-35	-25.9%	⬇
Crimes Against Society	**868**	**777**	**-91**	**-10.5%**	**593**	**551**	**-42**	**-7.1%**	⬇
All Crime	5220	5458	**238**	**4.6%**	4099	4148	**49**	**1.2%**	⬆

ANALYSIS

There are a number of areas of interest which are explained below based on analysis undertaken by the Force Intelligence Bureau (FIB). This assessment covers November to December data with reference to year to date.

Regarding Robbery pf Business Property, this crime category is reflected as rising by 500% due to the fact there were no crimes recorded last year within this area and so far this year there have been 5 recorded. It is not at this time considered a risk area for the Force.

Theft from Motor Vehicle (covered within Vehicle Offences)
In December a total of 23 thefts from vehicles occurred in the car park within Aldersgate, this is a rise from the 5 committed in September, 2 in October and 4 in November. In early December a known nominal was released from prison and since their release there has been a substantial increase in this crime. The Force is working to tackle this spike and establish if the known individual is involved in the increase.

Moped Enabled Phone Snatches
In 2017 (calendar year) a total of 232 moped-enabled phone snatches were committed. 29 offences occurred in December compared to 20 in November. The Force is working with partners to combat this crime type within the City and Pan London through supporting the MPS Op Gondola. Moped Enabled Phone Snatches are impacting on the figures for Robbery of Personal property within year. If a victim has their phone snatched without out force or fear of violence, it is classified as theft from person, however if there is force used it is classified a robbery. The robbery increases are due to the moped enabled phone snatches where force has been

used. There is not an increase in the stereo typical robberies which commentators would normally reflect on.

Burglaries
In 2017 (calendar year) a total of 243 burglaries were committed. 21 burglaries occurred in December which was down from the 28 committed in November. Only 2 licensed premises burglaries occurred in December, which may indicate that the CID "Days of Action" provided useful deterrents to previously targeted Christmas locations.

Day Time Economy Key Themes
There are three key themes for offences occurring in the Day Time Economy for December.
20% of DTE offences involved the use of weapons
8% of DTE offences involved malicious communications or threaten and harass.
8% of DTE offences were domestic altercations.

Night Time Economy Key Themes
There were four key themes identified for offences occurring as part of the Night Time Economy for December.
56% of NTE offences occurred at licences premises.
50% of offences involved nominal under influence of alcohol.
18% of offences occurred during Christmas parties.
13% of offences involved violence aimed at door staff.

Offences linked to the Day Time Economy were 32 in December compared to 25 in November with 68 offences linked to the Night Time Economy reported in December compared to 31 in November. This is a seasonal rise which mirrors previous years.

Patrol Strategy Impact

The number of occurrences which have been flagged with 'Police initiated', 'Police discovered' or 'Reported to Patrol' markers has doubled from 92 to 183. From the patrol strategy measures, there has been an increase from 12 to 35 (23 occurrences relating to acquisitive offences, 12 for violent offences).

Implementation of NICHE has believed to have led to improvements in recording practise which may account for the change in reporting levels–next month will provide a better baseline for comparison.

Measure 2	Counter Terrorism					Assessment			SATISFACTORY			
AIM/RATIONALE	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.											
Reason for Assessment	This is reported as Satisfactory. The Force remains monitoring the CT output and threat level, the number of Op Lightning reports have reduced and no direct threat to the City has been identified.											

GRIFFIN & ARGUS DATA

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Number Griffin Attendees	104	110	60	164	80	105	166	53	97			
Percentage consider Force capable	100%	100%	100%	100%	100%	100%	100%	100%	100%			
Number Argus Attendees	48	21	93	76	0	95	70	75	100			
Percentage consider Force capable	100%	100%	100%	100%	N/A	100%	100%	100%	100%			

COUNTER TERRORISM INVESTIGATION DEMAND

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Number of Investigations processed by CT FMIU	26	40	50	26	21	26	34	18	10			
Trend	-	⬆	⬆	⬇	⬇	⬆	⬆	⬇	⬇			
Year to Date Rolling Total	26	66	116	142	163	189	223	243	251			

OP LIGHTNING REPORTS (Hostile Reconnaissance)

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Op Lightning Reports 2015-16	11	7	13	10	10	7	19	30	17	9	8	15
Op Lightning Reports 2016-17	20	6	12	20	17	14	21	9	12	18	11	22
Op Lightning Reports 2017-18	18	22	35	17	7	20	20	19	11			
Trend	⬇	⬆	⬆	⬇	⬇	⬆	➡	⬇	⬇			

ANALYSIS

The threat level remains at nationally at Severe.

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 with this year so far reporting 100% positive feedback in this area.

October and November saw consistent levels of Op Lightning reporting, however with 11 Op Lightning reports received during December 2017 we see a beginning in report reduction, this is as expected with the spike of reports after the terror attacks earlier in 2017, no apparent threat to City of London identified.

The reduction in the number of CT investigations is related to the drop in Op Lightning reports as less reports result in fewer investigations.

ACTIVITY

In October the CTSA team have developed a Home Made Explosive (HME) presentation that is declassified. This has been passed through NaCTSO for approval. The presentation has been delivered to workers within the COLC to give them a working knowledge of what to look out for when they go about their work, whether that be street cleaning or social services. Key message delivered.

In November CT planning with St Bartholomew's Hospital was undertaken. This was preparedness planning, as well as an opportunity to identify potential improvements in protective security, both personnel and physical.

Work completed in December with business (Bank within City) providing advice and planning for an invacuation exercise, assistance with the exercise itself, and the resulting debrief.

Over the course of the quarter CTSA advice was given for a number of events/organisations including the following:

- CTSA team supported the delivery of the Lord Mayor's Show, conducting security briefings and assisting the SecCO in the mapping and installation of Hostile Vehicle Mitigation (HVM) in the area.
- CTSA team used extensive network of contacts to map out Christmas activities in the Square Mile, many of which are not registered officially with the Corporation. This was a resource intensive piece of work, however this has ensured the force could have a daily briefing of what is on and to direct CT tasking where appropriate.
- Ongoing work with the Corporation of London re. Engagement with public realm projects, which are linked to Crossrail, namely; Moorgate and London Wall.
- Planning meeting held with the Corporation re. CT vulnerability surveys of Bank Junction and Southwark Bridge. (ongoing work to replace temporary HVM measures on Southwark Bridge with a more permanent solution).
- Museum of London Security CT Input.

During December the locations of all Christmas Markets/Events were identified and CT taskings agreed at Security Group. Events also introduced and managed as a standing agenda item at DMM throughout December.

Over the course of the period the Force has worked with partners (BTP and MPS) attending a number of CT exercises to work on preparedness for a number of scenarios to ensure we can work in partnership with other Forces and remain ready to respond to any terrorist incident.

Measure 3	Cyber Attack	Assessment	SATISFACTORY
AIM/RATIONALE	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.		
Reason for Assessment	The Force has scored this as satisfactory at this time as it considers the resources it has to deal with this crime are adequate. The Force is still encouraging increased reporting of this crime type and will evaluate scoring as the intelligence in this area develops.		

CYBER CRIME NFIB REFERRALS													
	Apr	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**Oct**	**Nov**	**Dec**	**Jan**	**Feb**	**Mar**	**Total**
2015-16 (Month)	1	2	2	0	2	4	2	0	2	0	2	1	18
2016-17 (Month)	4	7	5	6	6	5	4	3	4	8	9	0	61
2017-18 (Month)	3	5	5	6	12	6	5	4	7				
Change (Month)	-1	-2	0	0	+6	+1	+1	+1	+3				
Trend	⬇	⬇	➡	➡	⬆	⬆	⬆	⬆	⬆				

ANALYSIS
As reported last quarter the Force maintains acceptance at 100% of the NFIB referrals for investigation as the Force resource is sufficient to allow investigation to take place. Victims receive a personal visit from the investigating officer in addition to Cyber Protect advice. This level of service will 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. The Force is putting together proposal for 2 year cyber protect plan which is in final draft. This paper sets out the goals, activities and recourses required to make a cyber protect programme of similar scale to Project Griffin and Argus.

ACTIVITY
So far 7 presentations have been given to support City businesses as part of the Force business engagement plan to deliver regular open meetings with key cyber security messages. Over 250 people have attended these presentations and respondents to a survey (21 respondents) say their knowledge was improved by 24%. The Force is developing activities as part of its Schools engagement plan to educate pupils, parents and teachers about cyber dependent criminality. Activities for this will run until May 2018 over the expected life of this SARA. In December an individual was cautioned by the Force for offences Contrary to section 1 of the Computer Misuse Act 1990 and Contrary to sections 55(3) of the Data Protection Act 1998 for obtaining customer data during employment using another employee's user account and password after their resignation. A suspect was arrested in December for a hacking offence, MPS OP FALCON have an interest in this case and are working alongside the Force. Over the course of the quarter the Force ran Op Terminus, during this period 16 Premises have been visited in relation to potential vulnerabilities having been found in their systems. One company have confirmed they were attacked. This has been reported through action fraud. The Force has been working with the City of London Boys' School assigning actions for communities and the cyber unit in response to a report of Cyber bullying.

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.											

NUMBER OF FRAUD CRIMES REPORTED BY CITY BASED VICTIMS TO ACTION FRAUD

	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**	**49**	**41**	**27**				**407**

CASH SEIZURES

	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	1	3	2			
Value of cash seizure first applications POCA	£174,000	£0.00	£22,380	£3,00	£285,914	£7,490	£1,000	£160,326.25	£4,000			

CASH FORFEITURE ORDERS

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Number of cash forfeiture orders POCA	1	0	1	1	0	2	1	0	0			
Value of cash forfeiture orders POCA	£7,530	£0.00	£3,750	£12,000	£0	£284,554	£1,100	£0.00	£0,00			

CASH CONFISCATION ORDERS

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Number of confiscation orders	1	3	2	2	0	0	4	4	7			
Value of confiscation - benefit figure	£37,313	£313,527	£382,649.48	£671,798.15	£0	£0	£2,462,353.63	£248,095.49	£5,040,531			
Value of confiscation - available amount	£37,313	£228,174	£274,191.57	£116,552.15	£0	£0	£153,495.06	£75,670.40	£253,723.90			
Number of victims receiving compensation	1	0	0	1	0	1	0	2	160			
Value of victim compensation	£23,000	£0.00	£0.00	£24,359	£0	£282,514	£0	£700	£68,366.30			

CoLP OUTCOME RATE

	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	5,697	
Cumulative number of judicial outcomes	306	771	775	804	805	
Cumulative number of non-judicial outcomes	124	366	381	431	432	
Outcome rate	**9.88%**	**20.95%**	**20.83%**	**21.89%**	**21.71%**	

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%	73%	
Number of respondents satisfied	166	187	209	224	234	293	305	331	369	377	384	
Number of valid responses	244	269	295	316	326	406	426	463	511	519	526	
SUPPORTING INFORMATION - THE PERCENTAGE OF VICTIMS SATISFIED WITH THE INITAL 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%	75%	
Number of respondents satisfied	186	205	223	238	247	310	324	348	385	393	399	
Number of valid responses	245	270	297	319	329	409	429	466	517	525	532	

ANALYSIS

The types of crime reported to NFIB each month vary in their nature (the most common category each month is the nine of the above category which classes crimes not within the main definitions however there are notable trends.

- October saw reports for Cheque, Plastic Card and Online Bank Accounts as the next highest category of report with 10 reported.
- November saw Mandate Fraud as the second highest fraud reported with 4 reports with Retail Fraud & Corporate Employee Fraud as the joint second highest with 3 reported.
- December saw Mandate Fraud as the next highest category of report with 5 reported.

For the year to date there are currently **93** confiscation investigations and **128** enforcement investigations. The Asset Recovery Team are also reviewing **281** historic enforcement investigations for POCA opportunities.

Since April 2014, **5,697** City of London crimes have been disseminated to the Fraud Teams for investigation. **1,237** investigative outcomes have subsequently been reported by the Fraud Teams. This gives a cumulative outcome rate of **21.71%** of disseminated crimes resulting in an outcome. This is a slight decrease compared to the outcome rate of **21.89%** reported in September 2017. During the latest quarter (Sep-Dec 17) there were **56** disseminations to COLP and **2** reported outcomes (**1** judicial and **1** non-judicial).

The Victim satisfaction data continues to improve for the Force, the table shows the cumulative responses the Force has received to date, within the 3rd quarter 7 responses were received. The ECD Victim Hub work has yet to fully take effect on this measure as Fraud cases can take a number of years to be fully resolved. There is also a very low return rate each quarter so there will not be a long term change in the overall percentage achieved until the Force work in this area takes effect on those completing the survey.

Confiscation Orders are granted by the court against a convicted defendant ordering them to pay the amount of his benefit from crime. Victim compensation is often awarded from a confiscation order, which means funds recovered from the defendant will be allocated to victims and therefore not allocated through the ARIS scheme. This quarter saw success in this area with 15 orders being granted resulting in an overall compensation figure of over £68k. The most notable success was with the orders gained in December where compensation will be paid to 160 victims.

ACTIVITY

Economic Crime Academy

For the year to date the Economic Crime Academy have delivered **57** courses with **758** delegates in attendance. **73** of the delegates were internal and **682** from external agencies/private sector. **100%** of delegates have successfully completed their courses with **99% (547/553)** of attendees registering satisfaction.

Op Broadway: This is a joint operation with Trading Standards. The data gathered during Op Mass has been collated and will be used to inform the development of Op Broadway Tactics for further use within Force. This operation is a multi-agency partnership led by the Force to target criminals committing fraud within the City.

Op Signature: The City of London Police and the Corporation met with representatives from Action Fraud, City Advice, Trading Standards and Age UK amongst other organisations at the event on 4th December at the City of London's Livery Hall, to raise awareness of the signs of financial abuse, including fraud and cybercrime. Practical tips that were shared on the day included never disclosing security details, don't assume everyone is genuine, don't be rushed, listen to your instincts and stay in control. The event brought together members of the public and key professionals to identify the ways in which people can be exploited. In total 120 delegates were invited and was reported by BBC radio.

The Lloyds of London working group is due to commence in the 2018 and will form part of a marine insurance industry group working towards updating working practises and target harden the marine insurance market .ECD will be part of the group , the main objective being to improve industry sector confidence in reporting fraud where business community sensitivities exist and the ability to work with police at times has been frustrated by elaborate contractual and legal processes

Measure 5	Vulnerable Persons	Assessment							CLOSE MONITORING		
AIM/RATIONALE	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.										
Reason for Assessment	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.										
MONITORING MENTLA HEALTH WITHIN CITY – USE Of 136 FORMS											
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Numbers of 136 Forms	20	20	11	11	11	12	15	14	15			
Trend	-	➡	⬇	➡	➡	⬆	⬆	⬇	⬆			
Number of Referrals	20	20	11	11	11	12	15	14	15			
Trend	-	➡	⬇	➡	➡	⬆	⬆	⬇	⬆			
DOMESTIC ABUSE CRIMES AND INCIDENTS											
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Number of Domestic Abuse Crimes	3	6	13	3	8	9	TBC	TBC	TBC			
Trend	-	⬆	⬆	⬇	⬆	⬆	-	-	-			
Number of Domestic Abuse Incidents	11	4	6	6	10	12	TBC	TBC	TBC			
Trend	-	⬇	⬆	➡	⬆	⬆	-	-	-			
NUMBER OF CHILD COMIN TO NOTICE (377's) COMPLETED IN RELATION TO DOMESTIC ABUSE CASES											
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Number of domestic related CCN	1	3	4	2	1	1	TBC	TBC	TBC			

ANALYSIS

Note: The Force is currently not able to provide a breakdown for Domestic Abuse Crimes and Incidents as well as 377 form use. Since the adoption of Niche we have been unable to extract data from this area which refers directly to the Force. Raw data can be obtained however this includes trans-crimes (crimes transferred), crimes and non-crime incidents and will not give the correct figure required for analysis. FIB are working on a solution with Niche providers so we can ensure these stats can be extracted with accuracy.

The Force maintains a vulnerability dashboard which monitors 18 aspects of this area comparing activity to the previous month. The comparisons of some key areas from November to December are as follows:

Child Protection: Safeguarding Child reports 2 were reported in December which is down from 8 the previous month.

Child Sexual Exploitation: There were 0 occurrences reported in December which is down from the 1 reported in November.

Mental Health: 23 safeguarding (Adult or child) occurred within December this was up from the 21 reported in November.

Missing Persons: There were 7 reported occurrences in December which was down from the 12 reported in November.

Adults at Risk: There were 34 safeguarding reports created in December which is down from the 46 created in November.

Rape & Sexual Offences: There were 19 occurrences in December which one more than the 18 reported in November.

Rough Sleepers: There were 65 shift reports received from Outreach workers in December which was down from the 114 generated in November.

Op Hurricane operated to reduce human trafficking until December 2017. A suspect has been located through intel and

enquiries are on-going. The Asset Recover Team have agreed to commence and investigation. There were no reported occurrences relating to Human Trafficking in December, this was down from the 1 reported in November.

The Op monitoring CSE within the City (Op has no current name) will commence activity around hotels in January 2018 to progress activity in this area.

ACTIVITY

Suicide Overview
There were 16 attempted suicides and 4 suicides within October
There were 14 attempted suicides and 2 possible suicides in November
There were 15 attempted suicides and 1 suicide during December

There are a number of individuals of note who have multiple suicide attempts within the City. Plans are in place for those identified each month and the most vulnerable have response plans in formulated to assist in dealing with them more effectively to suit their needs.

Within December 44% of incidents occurred on bridges, which is below the monthly average for 2017 – London Bridge and Tower Bridge were the most frequented with 3 incidents recorded at each. Other common locations were on the street and at home addresses.

The mental health street triage pilot has now been confirmed as being permanent and funding is being sought to try to expand the scheme to cover 7 days per week.

Multi Agency Risk Assessment Conference (MARAC) held for complex Domestic Abuse harassment case for resident in City who was being harassed by a family member. Although this was not graded as high risk, this was referred in through professional judgement by PPU due to it requiring a multiagency approach.

A Victimless prosecution was secured for DA offender where victim would not provide statement. Witness and CCTV evidence used to secure conviction.

An online survey for young people leaving custody and vulnerability booklet with advice for persons leaving custody now finalised for use and rollout within Force to address HMIC recommendation.

The Force is preparing to deliver Child Protection training to Response Groups which is currently scheduled to commence in January 2018.

Measure 6	Victim Based Violent Crime	Assessment		SATISFACTORY

AIM/RATIONALE	The aim is to provide the Force will 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.
Reason for Assessment	This is reflected as Satisfactory due to the current in-year reduction in this crime type which is 1.5%.

	VICTIM BASED VIOLENT CRIME													
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total	Trend
2015-16 (Month)	61	67	96	77	66	73	80	78	100	64	75	74	911	-
2016-17 (Month)	78	73	78	73	84	72	90	72	118	47	68	70	923	⬆
2017-18 (Month)	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC				724	⬇
Change (Month)	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC					
	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC					

Victim Based Violent Crime Reporting
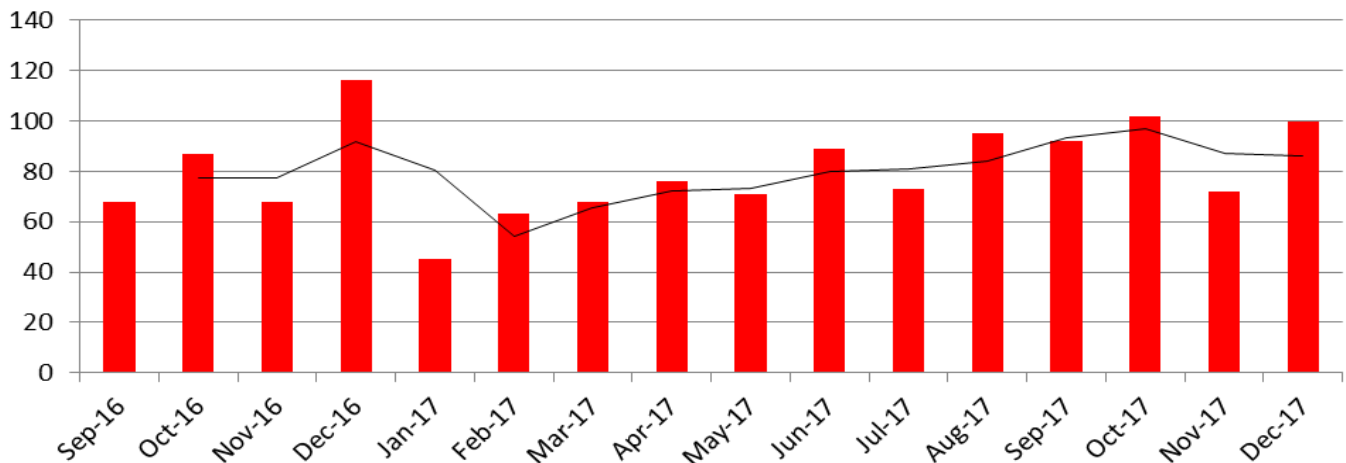
ANALYSIS

Note: With the adoption of niche and reconciliation of the crime data systems the Force is currently unable to provide a monthly breakdown of the crime figures for 2017/18 with sufficient accuracy to include all months. This will be provided retrospectively.

Violence with injury has declined from 303 crimes reported in April 16 – December 16 to 266 crimes for the same period this year. This represents a decline of 12.2%.

26 incidents in November 2017
↑ 54incidents in December 2017
70% of incidents occurred between 20:00-06:00, Thursday-Sunday (excluding daytime offences).
20%of incidents involved the use of weapons. 70% of weapons used were bottles or glasses, whilst a sword was used in a commercial aggravated burglary.

Violence without injury has increased slightly from 379 crime in last year to 385 crime for the reporting year so far, this represents an increase of 1.6%.
34 incidents in November 2017
↑ 37incidents in December 2017
Offences are less linked to NTE incidents and involve domestic violence (18%), violence in the workplace (18%) and malicious communications (11%).
Subsequently, temporal analysis shows offences occur consistently across the day and week.

Sexual Assaults

9 incidents in November 2017

→9 incidents in December 2017

Offences were exclusively committed against female victims. 80% of offences occurred between 22:00-01:00 over the weekend. All bar 1 of these offences consisted of groping and unwanted touching of the victim in or nearby a licenced premises.

ACTIVITY

Op Sceptre continues to be supported by Colp / BTP / MPS. Focus of work will be preventing violence and weapons. Recent stop searches highlighted on Twitter.

Acid attacks growing in frequency. National advice circulated to teams. Treatment boxes have been created and all vehicles carry them.

Licensing to encourage more premises to use BWV to reduce the number of violence without injury offences.

Work is on-going to finalise preparations for Force support of the MPS Op Gondola: Joint operation with Met Police pro-active operation to Prevent/Pursue moped enabled crime in London. Commencing 8/1/2018 for 90 days. CP will use the standing authority and approved Met Tactics. This allow cross border working.

Earlier patrols over Christmas campaign and have actively stopped several fights.

Z cards –Crime prevention for NTE were circulated over the Christmas Campaign some 400 distributed and well received.

Licencing on NYE the City was well managed which resulted in one of the quietist NYE for some years. Licencing Managers and staff having been updated and briefed by the licencing team.

Firearms Surrender resulted in surrender of 3 shotguns, 1 air rifle, 1 WebleyType .30 service revolver, 2 blank firing revolvers, a tin of air pellets and 47 shotgun cartridges.

Measure 7	Roads Policing			Assessment				CLOSE MONITORING							
AIM/RATIONALE	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.														
Reason for Assessment	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	1	10	62	73				

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	61	128	68		257
Speeding in the 20mph zone	**TOR**	180	37	71	59	347	54	10	35		99
	EFPN	38	22	41	41	142	27	11	TBC		38
	Process	12	7	14	9	42	50	5	TBC		55
TOTAL		573	366	308	338	1585	192	154	103		449
Number of vehicles seized from ANPR only		27	28	34	24	113	33	32	26		91
Total number of vehicles seized from ANPR / No Ins or No DL or both		18	91	86	77	272	83	84	66		233
Number of pre planned enforcement and/or education operations targeting Large Goods Vehicle within City of London		33	37	42	45	157	38	36	45		119
Number of LGV's stopped		335	282	297	340	1254	353	388	412		1153
Number of LGV's stopped with offences		211	201	189	198	799	237	230	241		708
Number of offences		534	461	464	397	1856	595	494	465		1554

ANALYSIS

* Note: Since the Introduction of Niche the Force has been unable to break down the KSI data into the categories shown within the table above. The overall data is provided for quarter 3 but at this time we are not able to show the breakdown in the same format as previously reported and are working to resolve this issue.

The Niche issue is also impacting on wider road data which we have been working to address. EFPN data and Process data for the table above are not currently available and will be included within the total once the reporting issue has been resolved.

Collision Analysis for December covering trends for year to date and figures for that month.

Pedal Cycle: 1 collision resulting in Minor Injury. This is the lowest number seen this year. The downward trend in pedal cycle collisions began in August and has continued through to the end of the year. A peak can be identified between the months of March-July.

Pedestrian: 7 collisions all resulting in Minor Injuries. This has decreased from last month (Nov=9). However, this is just above the YTD average (6.8) of pedestrian collisions.

Motorcycle: 6 collisions resulting in 2 Serious and 4 Minor Injuries. This has sharply increased from last month (Nov=1) and is above the YTD average (4.4) of motorcyclist collisions.

Car: 4 collisions resulting in 1 Serious and 3 Slight Injuries, which is 2 up from last month (Nov=2). This is again more than the YTD average (1.75) of car collisions. See chart opposite for YTD breakdown by %.

The Force is working to support VisionZero – Mayors Transport Strategy to reduce KSI's casualties by 50% before 2020 and no KSI's by 2041. A CoL new Road Danger Reduction strategy is scheduled to be put for approval by members in Jan 2018 which the Force will work to support once adopted.

ACTIVITY

The Safer Transport at Night (STaN) campaign leaflet drop was incorporated into the Force Christmas campaign to provide information as part of wider Force activities.

The following tasking of note were undertaken during the last quarter in support of Roads Policing:

1. Taxi enforcement and 'door opening' operations throughout the month. Resulted in 679 stops, with 21% of all stops resulting in offences or defects identified.
2. NPCC No Insurance campaign, and a day of action. The day of action resulted in positive media coverage and there were 4 vehicle seizures and a number of offences identified, including 4 no insurance, 1 no driving licence, 4 expired MOT's and two incorrectly registered licences with DVLA. The remainder of the week resulted in 1 no insurance seizure and 30 other moving traffic offences identified.
3. Partnership op with BTP to support TfL revenue inspectors and Public Carriage Office staff around Bank and Monument LT stations.
4. NPCC Op Truck and Bus for one day with DVSA, resulting in 2 immediate vehicle prohibitions for defects, 4 deferred vehicle prohibitions for defects, 6 outcomes for construction and use offences and 7 prosecutions for drivers hours offences. There was £1150 in roadside fines.
5. NPCC Op Trivium for one day, resulting in 8 immediate vehicle prohibitions for defects, 15 outcomes for construction and use offences, 16 warning for drivers hours offences, 5 Graduated Fixed Penalty notices and 7 processes for Drivers Hours offences. There was £1150 in roadside fines.
6. Taxi enforcement and joint operations with TPH and DWP – Results 481 vehicles were stopped, with 33.4% of all stops resulting in offences or defects identified.
7. DWP provided an update on a PHV driver stopped last year. As a result of the stop his Employment and Support Allowance and Housing benefit was stopped to the value jointly of £12,786. He was convicted and received a 12 month conditional discharge and fined in addition to paying the overpayment back to DWP.
8. 'Brake Road Safety Week' resulted in 34 speeding offences / 26 breath tests and 26 drug wipes administered.
9. CVU – from the 148 large goods vehicles stopped, there were 18 prohibitions and road side fines £10,650.
10. 'Surround the Town' working in partnership with MPS, BTP, TfL and LFB – MPS result.
11. Lord Mayor's Show, Remembrance Sunday, Lord Mayor's Banquet – all available officers used.

Note on Roads Policing Capability: Posts have been advertised externally a number of times, however there have been no fully qualified applicants. Adverts for Roads Policing Sergeant and Constable will be repeated. We are proactively contacting police training suppliers with a view to identifying a suitable course in 2018 and will be sending existing Roads officers on this training. DVSA are still assisting with provision of tachograph analysis and vehicle examination three days per week, and we are still waiting for Agilisys technical sign to off to install the software required for tachographs.

Measure 8	Public Order & Protective Security	Assessment						REQUIRES ACTION				

AIM/RATIONALE	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.
Reason for Assessment	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
Pre-planned Events	92	110	121	79	47	99	68	82	64				762
Events requiring police presence	53	59	64	39	21	45	47	71	49				448
Events requiring 5 officers or more	24	27	45	14	9	17	13	29	23				201

CRITICAL INCIDENTS

	2016/17					2017/18				
	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total
Critical Incidents	3	1	5	2	**11**	3	1	5		**9**

ANALYSIS

For April – December 2017 there were 177 public Disorder Offenses compared with 170 for the same period in 2016. This equates to a rise of 4.1%.

An analysis of Demonstrations/Protests/Marches (DPMs) for a calendar year has shown that from January-December 2016 there were 178 days of DPM's verses 185 for the whole of 2017.

With regard to Public Order Level 2 capability- UPD Inspectors are in the process of organising a recruitment drive among the groups. Public Order Instructors are attending musters and speaking with officers who may not have thought of level 2 as a career path. This will also include an open day at Gravesend PO Facility. This is being monitored at the Public Order working group. Support Group numbers are stretched against demand with 1 inspector, 4 Sgts and 26 PCs.

The number of Critical Incidents occurring within the City remains at a comparable level with the previous year with 9 incidents occurring to date verses 9 within the same period in 2016/17.

The number of pre-planned events (including demonstrations) continues to rise from 525 for the same period in 2016/17 to 762. This represents a significant rise in demand for the Force and reflects the increased pressure our public order resources are facing in line with the pressure on retaining resources resulting in the Requires Action assessment of this measure. Over this period there were 65 events requiring the attendance of 5 or more officers with a significant number in each period requiring 20 or more officers, a summary of these is presented below:
- 2 events in October required more than 20 officers with the largest having 33 deployed.
- 7 events in November required more than 20 officers with the largest having 318 deployed, this was the Force supporting the Lord Mayors Show, and in addition to this within this period there were 4 events that required over 50 officers.
- 3 events in December required more than 20 officers with the largest having 189 deployed, this was the New Year's eve policing plan. The other 2 events in this period both deployed over 50 officers.

ACTIVITY

As a force we are participating in the Home Office 'Best Use of Stop and Search Scheme' and the community engagement patrol forms part of our commitment to this. The Community Engagement Patrol is designed to allow the community to engage with police staff, increase understanding of our work and allow for feedback to be given to our Stop and Search Scrutiny Group about their experiences. The intention is that this process will increase trust in the police.

Operation Sceptre PAN London approach working with Metropolitan Police Service and British Transport Police to reduce knife crime and the number families affected by knife crime across the whole of London. Targeting not only those who carry and use knives, but also the supply, access and importation of dangerous and offensive weapons/knives.

The Force SARA covering Cat C and Category CIR Football Association Premiership Matches in London continues to operate proving policing resources within the environs of the City of London, Licenced Premises & Transport Hubs.

CBRN – as a result of the JATAC assessment where a CBRN Terrorist attack has been raised to **realistic possibility, which is an increase from unlikely** a JATAC assessment has been written and submitted to the Commander. Support Group officers are presently undertaking CBRN Medicals and will start CBRN training in the new year using the new Powered Respirator Protective suites (PRPS).

The Force has the following up-coming operations within this area:

Operation Strongbox - Cross boarder operation CoLP, MPS & BTP – tackling Knife Enabled Crime, Robbery (Media Coverage).

Operation Attrition/Venice Pan London approach tackling robbery suspects on stolen motorcycles. Working with Operation SCEPTRE Task Force / North Area Tasking Team.

Operation Gondola – A cross border operation with the MPS providing an enhanced co-ordinated response to moped & knife crime. 08/01/2018 – 12/01/2018.

Operation Wimpole – Joint Operation with BTP Transport Hubs, Night Time Economy - Thursday, Friday, Saturday Nights.

Patrol Strategy – patrolling key areas with the environs of the City to increase confidence and satisfaction and reduce crime.

Protest Update:
For the year to date there have been 149 protests within the City which the Force has responded to; this compares to 185 in total for the whole 2016/17. 42 of these protests took place within this quarter. The majority of these protest are Union and environmental in nature with 52 and 51 being classed respectively within these categories.

Recruitment Activity for Increasing Level 1 & Level 2 trained officers.
Inspector UPD is in the process of organising a recruitment drive among the groups. Public Order Instructors will attend musters and speak with officers who may not have thought of level II as a career path. This will also include an open day at Gravesend. This will be monitored at the Public Order working group. HR are holding adverts for both external and internal recruitment of public order officers. Currently 6 Transferee's are to be boarded for current vacancies and there a 6 internal applicants.

| Measure 9 | Acquisitive Crime | | Assessment | | CLOSE MONITORING | | | | | | | | |

Measure 9	Acquisitive Crime	Assessment	CLOSE MONITORING
AIM/RATIONALE	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.		
Reason for Assessment	This remains assessed as Close Monitoring reflecting the slight increase in this crime type within year which is 3.2%.		

ACQUISITIVE CRIME														
	Apr	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**Oct**	**Nov**	**Dec**	**Jan**	**Feb**	**Mar**	**Total**	**Trend**
2015-16 (Month)	285	284	263	296	247	263	261	272	299	215	245	251	3181	-
2016-17 (Month)	276	257	286	290	316	318	279	312	290	240	298	374	3536	⬆
2017-18 (Month)	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC				2690	⬆
Change (Month)	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC					
	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC					

Reported number of acquisitive crimes

ANALYSIS

Note: With the adoption of niche and reconciliation of the crime data systems the Force is currently unable to provide a monthly breakdown of the crime figures for 2017/18 with sufficient accuracy to include all months. This will be provided retrospectively.

The latest analysis from FIB compares activity from November to December within this period. Theft from Motor Vehicle, Shoplifting and Pedal Cycle Theft all saw reductions from November to December.

Theft of motor vehicle
9 thefts in November 2017,
↓2 thefts in December 2017
36% of thefts from Nov to Dec 2017 occurred between 1600 hrs to 2000 hrs.
63% of stolen vehicles been high performance motorbikes & mopeds – rather than cars & vans.

Shoplifting
72 thefts in November 2017,
↓33 thefts in December 2017
68% of thefts from Nov to Dec 2017 occurred after 1200 hrs.
BOOTS and **TKMAXX** had the highest amount of shop lifting over Xmas.

Pedal Cycle theft
33 thefts in November 2017,
↓11 thefts in December 2017
32% of thefts from Nov to Dec 2017 occurred on Wednesdays.
45% of thefts occurred between 1600 hrs to 2000 hrs.
London Wall & Carmelite Street were the most common theft locations.

ACTIVITY

Visits planned to two burglary offenders currently in HMP. The visit will be intelligence led and to understand why they commit offences and secondly to advise them not to commit crime in the City, this will be used to inform future prevent work by the Force.

Crime Squad deployed on proactive deployments. Intelligence submitted and offenders deterred 13 proactive interventions on known shoplifters and pick pockets.

Crime Squad and Communities delivered a shop theft initiative. PCSO and Mobile Police station deployed in Fenchurch St and Gracechurch St area to provide visible deterrence. Crime Squad deploy to Cheapside area to manage any displacement. Reported reduction in shop theft offences down from 72 in November to 33 in December.

Op Charon resulted in the arrest and remand of two burglary suspects, in December these was a 25% reduction in burglaries committed, this is likely as a direct result of Force action in detaining and remanding identified suspects.

Prepare work has been undertaken to engage with the community over burglary. Of those sites visited before Christmas on one reported an offence. Consideration is now being given for further engagement in the run up to Easter.

Op Steal, a known pickpocket who was charged with 19 offences last year was released in the summer when he re-offended within the City. They were dealt with by CID and received a 28 month sentence for new offences and a breach of their Criminal Behaviour Orders (CBO).

Below is a running total of Op Steal activity:

Total deployments: 169
Arrests: 51
Offences detected: 75
Stop and search: 153
Intel reports: 229
Mental Health detentions: 2
377/Public Protection Notices reports: 21
Positive ID: 25
CBO: 2
Search Warrants: 4
Confidential referrals: 3
Op Lightning Reports: 3
Imprisonment handed down: 11 years 3 months 4 weeks

To impact on Crime the Force CID department has set up 5 focus desks. Team C have Moped enabled/Theft of and from motor vehicle, Team B series acquisitive crime, Team E robberies/gym thefts, Team A and D proactive and reactive burglaries. The Crime Squad are a proactive capability that are flexible and tackle shoplifting, licensed premises thefts and pick pocketing as well as supporting Op Gondola (Which was referenced within Measure 1).

Measure 10	Victim Satisfaction	Assessment		CLOSE MONITORING

AIM/RATIONALE	The aim of this measure is to provide the Force will sufficiently detailed information to manage the quality of its service provision to the victims of crime. Although victim satisfaction surveys are a statutory requirement, they provide an essential indicator of the level of professionalism the Force portrays and provides. The Force includes victims of acquisitive crime, which is not required by the Home Office, as without those victims, the sample size for the City of London would not be statistically valid.
Reason for Assessment	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. At the time of report submission the results for quarter 3 were not yet available. The below assessment remains the same as submitted to Committee last period.

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

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.

Measure 11	Community Satisfaction	Assessment	REPORTED ANNUALLY
AIM/RATIONALE	This measure assesses the public's perception of the Force, based on people who probably have not been a victim of crime but are part of the City of London community, be it in the capacity of resident, worker, or business. It will use a different survey from the Street Survey.		
Reason for Assessment	This measure is recorded as Requires Action as less than 80% of respondents felt safe within the City which is the main measure associated with scoring.		
COMMUNITY SATISFACTION RESULTS			

The Customer survey finished on 14th November with 542 responses. The main themes of the survey are summarised below:

1) **How much of a problem do you consider the following issues to be in the City of London?**
   From this question the three largest concerns were:
   - Unsafe drivers and other road users (491 respondents)
   - Terrorism (476 respondents)
   - Personal Theft (449 respondents)

   This year sees road use stay as the top concern, traffic congestion was the top last year with speeding traffic second and the refreshed choices confirm that unsafe road use remains the top concern, this includes perception of driving, cycling and use of the roads by pedestrians as well.

2) **In terms of personal security, please rate how safe you feel in the City?**
   77.6% of respondents felt safe in 2016/17, this has risen for 2017/18 to **78.81%** this year continuing the positive trend from 2015/16. This is taken into account with the perception that terrorism is now the second concern but that respondents still felt safe within the City despite their rise in concern for this issue.

3) **How satisfied are you with how the City of London is policed?**
   In 2016/17 54.25% (172) of respondents were totally or quite satisfied with an additional 23.03% (73) feeling just ok. This represented a reduction of 25.86%; which was explained through the number of responses received via a cycling group who reacted to the wording of the choices in question 2.

   The responses in 2017/18 recorded a total of 76.48% (413) of respondents who were totally or quite satisfied with an additional 14.81% (80) feeling just ok, this represents an increase on the previous year of 22.23%. While last year's drop in satisfaction can be explained through negativity from a perceived marginalised group this year sees the response going back to historic levels.

4) **Please explain why you are 'not satisfied' or 'very unsatisfied'.**
   Overall there were a number of themes that were identified by the public as reasons for not being satisfied with the service offered by the Force, these themes were:

   A) *Not enough Police Visibility/Officers on the Street*
   B) *Lack of Police Funding (Also contributing to reason A)*
   C) *Issue with Cyclists*
   D) *Issue with traffic enforcement/minor offences*

5) **In the City of London, of the following what do you consider the three areas that cause you the most concern?**
   The top 3 priorities identified in 2017/18 were:
   - Threat of Terrorism: 393 respondents.
   - Personal Theft: 233 respondents.
   - Road Safety: 217 respondents.

6) **How would you prefer to receive information from the City of London Police?**
   The top responses this year were:
   - Regular e-mails: 338 respondents
   - Text Message: 210 respondents
   - Twitter: 151 respondents

7) **In relation to the City of London, are you….**
   The majority of respondents this year were workers with 420 completing the survey, 76 residents also completed the form.

This measure is recorded as Requires Action as less than 80% of respondents felt safe within the City which is the main measure associated with scoring. The Force will review responses and use this to inform priorities for the 2018/19 plan so that action can be taken to increase the feel of safety within the City.

ASB Data is provided to give Members an overview of this area within the Force. It is currently not a Force priority and as such is not assessed and 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	60	60	61				289
ANALYSIS													

September was the month which generated the largest number of report of ASB, the following three months generated consistent levels of reporting.

Note: Niche went live on 25th October and reporting from that point changed.
Consistent and comparable data sets for the months reflected in this report are not all available, and statistical information should be considered as an indication only.

ASB Breakdown

For the quarter the following reports of ASB were received:

Noise/Nuisance: 17 reports.
Abusive/Aggressive: 11 reports.
Street Trading: 4 reports.
Sex Work/Brothel: 4 reports.
Urination: 4 reports.
Rough Sleepers: 79 reports.
Begging: 72 reports.

For reporting period from October to December, reports continued to show Bishopsgate, Liverpool Street (and arcade), Mansell Street, Middlesex Street, and Cheapside as repeat locations. Cheapside has many high-end shops and for this reason does seem to attract beggars.

The Force is developing its reporting of ASB data following input from Police Committee members, this area is not currently a Force Priority and the collection in this format has not previously occurred. Members are presented with a summary of the work in progress being undertaken within FIB and the amount of data and analysis provided will increase as the maturity of the reporting develops.

Committee:	Date:
Police: Performance and Resource Management Sub Committee	1st February 2018
Subject: HMICFRS Inspection Update	Public
Report of: Commissioner of Police Pol 12-18	For Information
Report of: Stuart Phoenix, Head of Strategic Planning	

SUMMARY

This report provides Members with an overview of activity undertaken within the last reporting period, since your November 2017 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

Force Reports	Date:
PEEL Legitimacy including leadership 2017 - CoLP	December 2017
City of London Police value for money profile (no recommendations and subject to separate report to your committee 1st February 2018)	November 2017

National Reports	Date:
PEEL Legitimacy including leadership 2017 - National	December 2017
Planes, drones and helicopters: an independent study of police air support	November 2017

Inspections Completed Since Last Report -There have been no new inspection since the last report.

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

Report	Date:
HMICFRS PEEL Effectiveness reports (national and force)	Expected in March 2018

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 40 outstanding recommendations, an increase of 2 from the 38 outstanding recommendations reported to your Sub Committee in November 2017. This increase is due to new reports being very recently received by the Force. There are 9 new greens to report and 6 new reds, demonstrating progress since your November Sub Committee.

Report	Number of open recommendations and status
PEEL: Police Legitimacy 2017 – National	New report - 2 AMBER
PEEL: Police Legitimacy 2017 – CoLP	New report -7 AMBER
Planes, drones and helicopters: An independent study of police air support	New Report-1 AMBER
A progress report on the police response to domestic abuse	7 NEW GREEN 1 AMBER
PEEL: Police Efficiency 2017 – national	1 AMBER Recommendation 1 AMBER Advisory note
PEEL: Police Efficiency [including leadership] 2017 - COLP	4 AMBER
Stolen freedom: the policing response to modern slavery and human trafficking	2 NEW GREEN 5 AMBER
HM Crown Prosecution Service Inspectorate (HMCPSI) and HMICFRS National Report – Making it fair (July 2017)	2 NEW RED 2 AMBER
HMCPSI and HMICFRS National Report - Living in fear (July 2017)	4 WHITE
PEEL: Police Effectiveness 2016 – CoLP	1 NEW RED 1 AMBER
Best Use of Stop & Search Scheme Revisit	3 NEW RED
PEEL: Police Legitimacy 2016 – National	1 AMBER
PEEL: Police Legitimacy 2016 - CoLP	2 AMBER
PEEL: Police Efficiency 2016 – CoLP	1 AMBER
PEEL: Police Efficiency 2015 - CoLP	1 AMBER
Recommendation Summary	**Number**
NEW Green	**9**
Amber	**30**
Red	**6 (all new reds)**
White	**4**
Total Amber/Red/White Recommendations	**40**

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 three new reports published that impact on the Force and the publication of value for money profiles. Progress with existing recommendations as well as detail of the current inspection programme is provided below for your reference.

NEW REPORTS

PEEL Legitimacy 2017 – Force and National report
Published 12th December 2017

2. As part of the PEEL inspection programme 2017, HMICFRS examined the extent to which:

    i.   Forces treat people with fairness and respect
    ii. They ensure their workforces act ethically and lawfully
    iii. Those workforces themselves feel they have been treated with fairness and respect by their force.

3. In their national report HMICFRS is concerned that forces are not able to demonstrate that the use of stop and search powers is consistently reasonable and fair. In particular, there is over-representation of Black and Minority Ethnic (BAME) people, and black people in particular, in stop and search data which many forces are unable to explain.

4. To address this concern HMICFRS have raised 2 recommendations which focus on:

    i.   Forces monitoring a comprehensive set of data and information on use of stop and search to understand the reasons for any disproportionality, the extent to which rates differ between people from different ethnicity and the prevalence of possession only drug searches.
    ii. Where forces identify disparities they should demonstrate to the public that they have conducted research and analysis to understand the reasons and taken corrective actions to reduce the disparity. This to be publish on at least an annual basis.

5. HMICFRS's force report specifies 7 recommendations which centre on:

    i.   Stop and search: training for officers, monitoring to understand the impact of stop and search and to understand what constitutes reasonable grounds.

ii.   The force improving how it investigates allegations of discrimination, the timeliness of updates to complainants and witnesses during investigations, and

iii.   The force improving its understanding of its workforce wellbeing and use this to prioritise the services it provides.

6.   Appendix A details each of the national and force report recommendations.

Planes, drones and helicopters: An independent study of police air support
30th November 2017

7.   HMICFRS commissioned a study into the National Police Air Service [NPAS] following concerns expressed by some forces about the effectiveness and efficiency of current arrangements for police air support.

8.   HMICFRS makes a number of recommendations in their report across the following themes:

   I.   A common understanding of demand should be developed
   II.   Analysis should be undertaken of the differences in the use of air support tactics by different forces
   III.   Police and crime commissioners across England and Wales, who fund the operating costs of NPAS should be consulted on a costed fleet replacement plan.

9.   Of the 19 recommendations within the report only 1 applies directly to the force:

   "Chief officers and local policing bodies should urgently consider options for revising or replacing the existing NPAS collaboration agreement, if necessary commissioning scoping work through the NPCC Specialist Capabilities Programme before agreeing how to proceed."

10.   The force is considering this recommendation. However, the Force uses the MPS assets (who are not part of the national collaboration) in any case and these are deployed as part of joint and pan London responses required for example for planned protest and high profile events in the City. There is limited scope to use air support in the prevention and detection of crime owing to the City scape. (e.g Heat seeking or infrared would be of limited use in this environment).

City of London Police 2017 Value for money profile
16th November 2017

11. HMICFRS have published the City of London Police2017 value for money profile.

12. This has been reviewed a paper submitted to your committee [1st February 2018] for information

INSPECTIONS UNDERTAKEN SINCE LAST REPORT

13. HMICFRS have not conducted any new inspection since the last report to your committee.

INSPECTIONS DUE DURING NEXT PERIOD

25 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

26 15 HMICFRS reports have been managed by the Force during the quarterly reporting period including 3 new reports.

27 The current status of recommendations is summarised in the table below with full details contained in Appendix A.

28 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.

29 There are currently 40 outstanding recommendations, an increase of 2 from the 38 outstanding recommendations reported in November 2017. This is due to new reports very recently being received by the Force.

30 There are 9 new greens to report and 6 new reds.

Current Status of HMIC Recommendations Summary

Recommendation Summary	Number
New Green	9
Amber	30
Red	6 (all new reds)
White	4
Total Amber/Red/White Recommendations	40

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.

Contact:
STUART PHOENIX
Head of Strategic Development
Telephone: 020 7601 2213
Email: Stuart.Phoenix@cityoflondon.pnn.police.uk

Recommendations & Areas for Improvement	Status	Due Date	Comment

• the reasons for any disproportionate representation of different ethnic groups in the use of stop and search;
 	
• the extent to which find rates differ between people from different ethnicities, and across different types of searches (including separate identification of find rates for drug possession and supply-type offences); and
 	
• the prevalence of possession-only drug searches, and the extent to which these align with local or force level priorities.
 	
Where forces identify disparities through monitoring, they should demonstrate to the public that they have:
    • carried out research and analysis in an attempt to understand the reasons for the disparity, and
 	
    • taken action to reduce the disparity, where necessary;
 	
We expect forces to publish this analysis and any actions taken at least on an annual basis, from July 2018.			

Recommendation By July 2018, and ongoing following that date, forces should ensure that all officers who use stop and search powers have been provided with, and understand, training on unconscious bias and College of Policing APP on stop and search.	**AMBER**	July 2018	

The "2" at the left in the Recommendations column indicates recommendation number 2.

PEEL: Police Legitimacy 2017 – CoLP

A national report by HMICFRS
Published 12th December 2017

There are 7 recommendations which apply to the force and are to be progressed.

Recommendations & Areas for Improvement		Status	Due Date	Comment
1	The force should ensure that all relevant officers have received appropriate training on the use of stop and search powers.	AMBER	No deadline assigned by HMICFRS. To be set within the draft action plan.	This is a new report produced by HMICFRS published 12th December 2017. Strategic development has drafted an action plan which is being discussed with force leads. Deadlines for completion have not been stipulated by HMICFRS and these will be assigned in the draft actions plan.
	The force should maintain and monitor a comprehensive set of data to understand the impact of its use of stop and search powers.	AMBER		
3	The force should ensure that all relevant officers and supervisors understand what constitutes reasonable grounds for stop and search and how to record them.	AMBER		
4	The force should improve how it investigates allegations of discrimination and take action to ensure that all complainants and officers and staff subject to allegations of discrimination receive a good service from the force.	AMBER		

Recommendations & Areas for Improvement		Status	Due Date	Comment
5	The force should improve the quality and timeliness of updates to complainants and witnesses during investigations in line with IPCC statutory guidance.	AMBER		
6	The force should improve its ability to monitor and improve the fairness and effectiveness of its process for managing individual performance and development and communicate this to the workforce.	AMBER		
7	The force should improve its understanding of its workforce's wellbeing and use this to prioritise the services it provides.	AMBER		

Planes, drones and helicopters: An independent study of police air support

A national report by HMICFRS
Published November 2017

There are 19 recommendations; 1 of which apply to force, these are to be progressed.

Recommendations & Areas for Improvement		Status	Due Date	Comment
1	As soon as practicable, the National Strategic Board should reinvigorate the development of NPAS performance reporting, including the balanced scorecard, to better demonstrate the contribution made by NPAS to force effectiveness and efficiency. NPAS should publish its performance information at national and force levels and include regional levels only when	WHITE	No deadline set by HMICFRS	This action is for the National Strategic Board

Recommendations & Areas for Improvement	Status	Due Date	Comment
this adds clear value.			
2 Before submitting its proposed costed fleet replacement plan to the Home Office, the National Strategic Board should ensure that all forces and local policing bodies are adequately consulted on the plan's operational and financial implications.	**WHITE**	No deadline set by HMICFRS	This action is for the Home Office and the National Strategic Board
3 By March 2018, the NPCC lead for air support should publish an interim operational strategy for all currently available forms of air support including drones, and publish a plan to improve communication on police air support between frontline officers, police managers, NPAS, chief officers and the College of Policing.	**WHITE**	March 2018	This action is for the NPCC lead for air support
4 By July 2018, the Chief Constables' Council should establish a high-level outline of the operational outcomes that air support (in all its forms) should facilitate. This should inform the development, by March 2019, of a new air support strategy by the NPCC lead for air support in conjunction with local policing bodies and NPAS.	**WHITE**	July 2018	This action is for the Chief Constables Council.
5 There should continue to be separation between strategic leadership on police air support and the day-to-day management of NPAS. Both require contributions from chief constables and local policing bodies, according to their statutory responsibilities. But at least in the short term, the roles of the chief officer leading NPCC policy development and the chief constable responsible for the operation of NPAS should continue to be filled by different individuals.	**WHITE**	No deadline set by HMICFRS	This action for NPAS Strategic Board and the NPAS Management Board

Recommendations & Areas for Improvement		Status	Due Date	Comment
6	To enhance confidence in the ability of the National Strategic Board to set strategic direction and to oversee performance management, as soon as practicable, a local policing body member of the board other than the lead local policing body should be appointed as chair of the board.	**WHITE**	No deadline set by HMICFRS	This action is for the National Strategic Board
7	As soon as practicable, the collaboration agreement should be amended to permit a British Transport Police chief officer and a representative of the British Transport Police Authority to join the National Strategic Board as voting members. The National Strategic Board should also invite a British Transport Police officer to participate in the Independent Assurance Group.	**WHITE**	No deadline set by HMICFRS	This action is for the National Strategic Board
8	Following analysis of force use of air support tactics and after receipt of subject matter expert advice through relevant NPCC portfolio leads, the College of Policing should update all references to air support in existing Authorised Professional Practice. The College should also update other APP modules identified after consultation with the NPCC lead for air support and NPAS, such as those concerning investigation and missing persons.	**WHITE**	No deadline set by HMICFRS	This action is the College of Policing
9	By July 2018, the NPCC lead for air support should oversee data collection and analysis in a limited number of forces (taking account of use of air support in proportion to population figures and any other readily available data), with a view to uncovering the reasons for differences in the use of air support tactics. Chief constables should use the results from this exercise to review their use of air support.	**WHITE**	July 2018	This action is for the NPCC lead for air support
10	The NPCC lead for air support should work with other relevant NPCC portfolio leads and NPAS to produce, by December 2018, a comprehensive assessment of latent and patent demand for air support. This assessment should take account of the	**WHITE**	December 2018	This action is for the NPCC lead for air support

Recommendations & Areas for Improvement	Status	Due Date	Comment
development of force management statements and be repeated from time to time to inform decisions on the composition and deployment of the police aircraft fleet.			
11 With immediate effect, the NPAS chief operating officer should review the impact of shift changes and consider staggering shift changeover times at NPAS bases, involving and informing forces throughout.	**WHITE**	Immediate	This action is for the NPAS chief operating officer
12 By July 2018, the NPCC lead for air support should carry out and publish a review of the NPAS deployment process, including forces' compliance with guidance on the use of air support and the timeliness of NPAS decision making.	**WHITE**	July 2018	This action is for the NPCC lead for air support
By March 2018, NPAS should communicate to forces its plans for the use of fixed-wing aircraft. After a suitable period, there should be a review of their effectiveness and efficiency; adequate steps should be taken to correct any shortcomings revealed in the review.	**WHITE**	March 2018	This action is for the NPAS
14 By March 2018, the National Strategic Board should facilitate the reaching of agreement between NPAS, the police counter-terrorism network and the Metropolitan Police Service on how security, counter-terrorism and armed policing deployments will be differentiated, to facilitate appropriate sharing of the full costs of NPAS services.	**WHITE**	March 2018	This action is for the National Strategic Board
15 From 2018/19 onwards, for financial purposes the National Strategic Board should treat the police counter-terrorism network as though it were a police force, and should recover all relevant revenue and capital costs for support provided to that network. The cost of counter-terrorism tasks undertaken in support of force-commanded operations, however, should	**WHITE**	April 2018	This action is National Strategic Board

Recommendations & Areas for Improvement	Status	Due Date	Comment
normally be met by forces.			
16 Chief officers and local policing bodies should urgently consider options for revising or replacing the existing NPAS collaboration agreement, if necessary commissioning scoping work through the NPCC Specialist Capabilities Programme before agreeing how to proceed. Regardless of the form in which the collaboration is to exist in future, the intention should be to take account of the building-block pieces of work we have recommended and to have improved arrangements in place within no more than three years.	AMBER	No deadline set by HMICFRS	The Force is part of the national Section 22 agreement as this was required by ministerial order at the outset of the nationalisation of air support in policing terms. However, the Force uses the MPS assets (who are not part of the national collaboration) in any case and these are deployed as part of joint and pan London responses required for example for planned protest and high profile events in the City. There is limited scope to use air support in the prevention and detection of crime owing to the City scape. (e.g Heat seeking or infrared would be of limited use in this environment). The Head of I &I is responsible for ensuring that the arrangement with the MPS is formalised appropriately.
17 As soon as practicable, the NPCC lead for air support should commission an evaluation of the cost-effectiveness of police use of miniature and small drones, drawing on advice from the College of Policing and working with any other partners considered appropriate. This evaluation should produce an evidence base to inform subsequent guidance and decision making.	WHITE	No deadline set by HMICFRS	This action is for the NPCC lead for air support
18 By December 2018, the NPCC lead for air support should design a methodology that can be used at force, regional and national levels to assess the benefits and risks of collaboration on air support with other emergency services and public bodies such as Border Force and Immigration Enforcement, including collaboration on the use of drones.	WHITE	December 2018	This action is for the NPCC lead for air support

Recommendations & Areas for Improvement		Status	Due Date	Comment
19	The NPCC Specialist Capabilities Programme should co-ordinate activity so that, by March 2019, chief constables for all 44 forces contributing to NPAS are able to publish in a consistent format a detailed description of the air support each force requires.	WHITE	March 2019	This action is for the NPCC Specialist Capabilities Programme

HMICFRS Value for money profile – City of London police

A Force report by HMICFRS
Published November 2017

Findings from this report, which has no recommendations, are the subject of a committee paper to Performance sub 1ˢᵗ February 2018.

A progress report on the police response to domestic abuse

A national report by HMICFRS
Published November 2017

There are 9 recommendations, 1 is national and 8 apply to force of which 7 are complete.

Recommendations & Areas for Improvement		Status	Due Date	Comment
1	**Areas for improvement** 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	NEW GREEN	January 2018	The DASH is the only risk assessment tool used by the force for initial assessment. The public protection unit build upon this initial DASH assessment utilising more in depth assessment tools for stalking [S-DASH] and Honor Based Abuse [Karma Nirvana].

Recommendations & Areas for Improvement	Status	Due Date	Comment
forces should continue to use the Domestic Abuse, Stalking, Harassment and Honour-Based Violence risk identification, assessment and management model (DASH) until the College of Policing has completed its pilot on a national risk-assessment model for frontline officers.	**GREEN** (green cell)		
Areas for improvement 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.	**NEW GREEN**	January 2018	The force has a Domestic Abuse standing operating procedure which outlines positive the arrest policy and the RARA principles [Remove the risk - Avoid the risk - Reduce the risk - Accept the risk]. All Domestic reports are allocated to the Public Protection Unit for oversight and investigation. These are reviewed by the Detective Sergeants and this includes an assessment in relation to action taken against suspects. Any missed opportunity would be identified at this stage. Additionally Domestic Abuse cases are dip sampled on a quarterly basis where there is the opportunity to identify missed opportunities and identify general issues and themes. The Office for National Statistics domestic abuse in England and Wales data tool states that for every 100 Domestic abuse crimes there are 68 arrests for the 12 months to 30th June 2017 – the highest is Cumbria with 69. The arrest rate forms part of the forces Domestic Abuse monthly Performance Dashboard. This dashboard is reviewed at the Crime Directorate monthly performance meeting, the Vulnerability working group and Vulnerability steering group for oversight.
3	**Areas for improvement** 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	**NEW GREEN**	February 2017	The City of London Police does pursue domestic abuse cases without the victim's support, a recent example of which dates from December 2017. Throughout the life of investigations reviews are undertaken by

Recommendations & Areas for Improvement	Status	Due Date	Comment
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 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.			supervisors and consideration is given to prosecution without the victims support. Every domestic abuse crime is reviewed at the point of closure by a Public Protection Unit sergeant utilising a closure template. One of these considerations is whether prosecution without the victims support is appropriate. The Domestic Abuse SOP refers to building a case that does not rely solely on victim evidence, covering the following areas: - Body Worn Video - Record scene - Injury photos - Demeanours - Witness statements - CCTV/House to House enquiries As part of continual improvement , monitoring of 'the victim does not support prosecution will be added to the Domestic Abuse dashboard which will enable review at Crime Directorate SMT, Vulnerability Working Group and Vulnerability Steering Group.
4	**Areas for improvement** 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	**NEW GREEN**	January 2018	Domestic abuse cases are investigated by the Public Protection Unit who have access to domestic abuse specialists within the CPS and there are specific pathways if the case involves rape. The Office for National Statistics domestic abuse in England and Wales data tool states that for every 100 Domestic abuse crimes there are 68 arrests for the 12

Recommendations & Areas for Improvement	Status	Due Date	Comment
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.			months to 30th June 2017 – the highest is Cumbria with 69. There is currently no evidence to suggest this issues applies to the force.
Areas for improvement 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 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.		Evidence against this area of Improvement has been sub divided for clarity	
	NEW GREEN	January 2018	Identification of risk / deployment / evidence gathering Domestic abuse training has been provided throughout 2017; 112 Officers trained. The force uses the DASH risk assessment as its initial assessment tool. Deployments are monitored by the Performance Events Team with the force control room. In addition to training the force provides guidance with the domestic abuse SOP with regard to gathering evidence and not solely relying on victim evidence.
	NEW GREEN	January 2018	DVPNs/DVPOs and referrals to appropriate specialist domestic abuse organisations to protect and safeguard the victim Domestic violence protection notices and domestic protection orders are considered on every domestic abuse incident by Officers of the public protection unit and are considered again at the point of closing the case. Theses protection orders are monitored on the domestic abuse dashboard. Public protection officers have had sufficient and recent [2017] training in this area. A table top DVPO training exercise for Supts was rolled out in 2016 and will be revisited following postings moves in January 2018.

Recommendations & Areas for Improvement	Status	Due Date	Comment
	NEW GREEN	January 2018	Continuing support for the victim The force has a Vulnerable Victim Coordinator [VVC], provided by Victim Support and embedded within the Public Protection Unit. The VVC provides immediate crisis support for victims of domestic abuse and is a conduit for referral to specialist agencies in relation to victim's particular needs. The City of London also have embedded relationships with Domestic Abuse partners which the force can access. Additional support to victims is provided via the force's Administration of Justice Unit [Witness care] as cases proceed to court. Public protection officers and the VVC maintain contact through this period to provide continuity and facilitate visits to the court ahead of the trail. Officers and investigations within the Public Protection Unit are monitored to ensure the victim has received regular updates on progress.
6	**Areas for improvement** 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	**NEW GREEN**	January 2018	The COLP has a Domestic Abuse performance dashboard which is updated on a monthly basis. The dashboard includes relevant data such as number of crimes/incidents, arrest rate, MARACs, Domestic violence disclosure scheme requests, domestic violence notice and orders and outcome/demographic data. This dashboard is reviewed at the Crime directorate SMT meeting, Vulnerability working and Vulnerability steering group.

Recommendations & Areas for Improvement	Status	Due Date	Comment
to understand demand and monitor performance.			
8 **Recommendation: National domestic abuse data monitoring** • 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. • 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.	**NEW GREEN**	February 2018	The Office for National Statistics bulletin and data tool is known to the force, but is of very limited value to the City because of the low volumes of incident reports and the tool utilising resident population figures. The Public Protection Unit has recognised these shortcomings and developed a domestic abuse dashboard which is reviewed at directorate, working group and steering group levels.
	NEW GREEN	February 2018	The force will continue work with all appropriate organisations.
9 **Recommendation: Update of forces' domestic abuse action plans** Update of forces' domestic abuse action plans By April 2018, every police force in England and Wales should	Evidence against this area of Improvement has been sub divided for clarity.		

Recommendations & Areas for Improvement	Status	Due Date	Comment
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. • **Recording.** 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.	**NEW GREEN**	April 2018	Domestic Abuse Action Plan The domestic abuse action plan for the City of London Police 2017/2018 has already been updated and published. Annual production of this document is an embedded process within the Public Protection Unit having been published in previous years commencing 2015/2016.
• **Assessing and responding to risk.** 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. • **Positive and preventative action.** 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.	**AMBER**	April 2018	Recording To ensure the correct recording of domestic abuse crime [including coercive control] audits are undertaken to identify issues. As at October 2017 domestic abuse crimes are being recorded correctly in 86% of a cases. This audit report made 2 recommendations to further improve the accuracy of recording. **Action required:** Audit report recommendations to be implemented and retested to ensure compliance.
• **Building the investigative case.** 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	**AMBER**	April 2018	Assessing and responding to risk Domestic abuse training is mandatory for frontline staff and this is a rolling programme training. It is also offered to all staff in force. This training covers risk assessment and management. The force is currently considering mandatory training of its Economic Crime officers [Vulnerability Steering Group 10th January 2018] since enquires frequently take officers into the homes of suspects.

Recommendations & Areas for Improvement	Status	Due Date	Comment
not. • **CPS referrals and prosecutions.** 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. 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.	**NEW GREEN**	April 2018	<u>Positive and preventative action</u> The domestic abuse dashboard is reviewed at the Vulnerability Steering which is chaired by the Commander Operations – any performance drops will visible and enable corrective action. The force has regular and senior level contact with the CPS which enables issues to be raised and resolved.

PEEL: Police Efficiency – National

There is 1 recommendation and this applies to the force and 1 advisory note which the force has chosen to act on these are being progressed.

Recommendations & Areas for Improvement		Status	Due Date	Comment
1	**Recommendation** 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	AMBER	September 2018	The force Senior Management Board considered this recommendation on the 19th December 2017 and assigned the Directorate Head of Economic Crime as action plan owner. Strategic Development will work with them to determine necessary actions, action owners and deadlines for completion. The Directorate Head of Economic Crime already chairs the force Digital Policing Board.
2	**The fore has chosen to act on an advisory note within the national report.** HMICFRS have noted that forces still need to do more to improve their understanding of and explicitly link future demand and the skills and capability they need to manage it. Forces should consider plans to assess the likely skills and capabilities they will need to recruit, retain, and/or develop over the next 5 years and show how they plan to do so. HMICFRS will be looking for forces to demonstrate this within their workforce plans and this will be a significant element of the 2018/19 and future PEEL inspections.	AMBER	Deadline to be set within draft action plan	The force Strategic Management Board considered this recommendation on the 19th December 2017 and assigned the Director of Human Resources as action plan owner. Strategic Development will work with them to determine necessary actions, action owners and deadlines for completion.

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PEEL: Police Efficiency [including leadership] 2017 - COLP

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

	Recommendations & Areas for Improvement		Status	Due Date	Comment
1	**Areas for improvement** 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.		AMBER	No deadline set by HMICFRS to be addressed in the draft action plan	The force Strategic Management Board considered this recommendation on the 19th December 2017 and assigned the Head of Change Portfolio Office as action plan owner. Strategic Development will work with them to determine necessary actions, action owners and deadlines for completion.
	Areas for improvement 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.		AMBER		The force Senior Management Board considered this recommendation on the 19th December 2017 and assigned the Director of Human Resources as action plan owner. Strategic Development will work with them to determine necessary actions, action owners and deadlines for completion.
3	**Areas for improvement** 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		The force Senior Management Board considered this recommendation on the 19th December 2017 and assigned the Director of Finance as action plan owner. Strategic Development will work with them to determine necessary actions, action owners and deadlines for completion.
4	**Areas for improvement** 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		The force Senior Management Board considered this recommendation on the 19th December 2017 and assigned the Commander Operations as action plan owner. Strategic Development will work with them to determine necessary actions, action owners and deadlines for completion.

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

A national report by HMICFRS

Published October 2017

There are 11 recommendations; 7 of which apply to force, 2 are completed and 5 to be progressed

Recommendations & Areas for Improvement		Status	Due Date	Comment
Page 139	**Recommendation** Within twelve months, forces should review their leadership and governance arrangements for modern slavery and human trafficking, to ensure that: • senior leaders prioritise the response to modern slavery and human trafficking; • every incident of modern slavery identified to police is allocated appropriate resources with the skills, experience and capacity to investigate it effectively; • forces develop effective partnership arrangements to co-ordinate activity in order to share information and safeguard victims; and • Performance and quality assurance measures are in place to allow senior leaders to assess the nature and quality of the service provided to victims.	AMBER		The force SPOC for Modern Slavery and Human Trafficking has received the report and reviewed a draft action plan produced by Strategic Development which will now be incorporated into an existing 4P plan.

Evidence against the recommendations is shown below, together with next steps. |
| | | | October 2018 | Any incidents are raised at the daily Management Meeting, the force has a standing operating procedure which details specific roles allocated to specialist officers when dealing with victims and offenders

The force is represented at the Modern Slavery and Human Trafficking practitioners meeting which is attended by partners and agencies.

All incidents or intelligence is drawn to the attention of the force lead, their deputy and the FIB analyst for review.

Next Steps A vulnerability dashboard is to be developed which incorporate monitoring data on modern slavery and human trafficking |
| 4 | **Recommendation** 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 | AMBER | April 2018 | At the current time the force engages with modern slavery and human trafficking partners and agencies on a monthly basis.

Next steps A baseline exercise is to be conducted to establish what information |

Recommendations & Areas for Improvement	Status	Due Date	Comment
possible.	AMBER		sharing agreements, if any, are already in place this will enable gaps to be identified – the force will seek to put in place formal information sharing agreements to bridge these gaps.
5 **Recommendation** 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.	AMBER	Immediate	The standing operating procedure [SOP] deals specifically with offenders who may also be victims in these circumstances. There is also a specific section on the force intranet which offers guidance, advice and external contact details for officer use. Next Steps The SOP is now due for review by the SOP owner which presents an opportunity to enhance, if necessary, processes for officers to follow. The force crime, intelligence and custody system is to be reviewed to establish if section 45 defences can be flagged and highlighted for supervisory review.
6 **Recommendation** 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.	AMBER	Immediate	This is process is described in the force standard operating procedure and the 'vulnerability' intranet webpage offers further advise for officers. 2017 has seen an increase in NRM referrals 6 from 2 in 2016. Next steps The training package will be reviewed. Arrangements are to be put in place to monitor NRM referrals at the vulnerability working group.

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Recommendations & Areas for Improvement	Status	Due Date	Comment
7	**Recommendation** 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.	**AMBER**	Immediate	A process is in place to ensure compliance with NCRS. Action required: Appropriate audit are to be included in the 2018/2019 schedule
8	**Recommendation** 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).	**NEW GREEN**	Immediate	The forces standing operating procedure specifies specialist officers for dealing with victims and the investigation with all instances subject to review. The force is represented at the monthly practioners meeting, chaired by the MPS other members include the National Crime Agency, Gang masters and labour abuse authority and other agencies. This engagement has enabled the force to maintain an awareness of current national themes/ trends. The force has acted on this awareness and has commenced engagement with the construction industry operating sites within the city.
9	**Recommendation** 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.	**NEW GREEN**	Immediate	The preventative powers referred to in this recommendation are civil orders: slavery and trafficking prevention orders and slavery and trafficking risk orders. These orders are considered on a case by case by and reviewed with the Major Crime team by a Detective Inspector.

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 142			
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	**RED**	HMICFRS: January 2018 New deadlines will be assigned upon receipt of the joint action plan	Meetings with the CPS have taken place [21st and 23th November] to discuss the recommendations. AoJ have commented on a draft action plan produced by the CPS which they will incorporate in a revised joint action plan. The revised joint action plan will be circulated by the CPS to the London Criminal Justice Board, NPCC leads and Chief Crown Court Prosecutors for review and approval and is expected to be launched January 2018.
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	**RED**	HMICFRS: January 2018 New deadlines will be assigned upon receipt of the joint	There are 5 recommendations for the force to be covered by the joint action plan, but the force has already taken action to nominate a 'Disclosure Champion' [Head of AoJ] so 4 recommendations are to be progressed. HMICFRS set deadlines of January 2018 against these recommendations, since the joint action plan is not going to be published until that time, the force will need to set new deadlines. The joint action plan has not been received in force at this time.

Recommendations & Areas for Improvement	Status	Due Date	Comment
		action plan	
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	
	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	HMICFRS: January 2018

New deadlines will be assigned upon receipt of the joint action plan | |

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	**Action Required:** The national lead is to be contacted to establish if there is a view on HMIC's recommendation for Chief Constables to stop using Police Information Notices and their equivalents.
	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	**Current Position:** NPCC lead for Stalking & Harassment ACC Garry Shewan advised he will be writing to all Chief Constables to set out the timetable and proposals for interim actions from the Inspection and that there will be a joint CPS & Police action plan which will be issued from the NPCC lead– these are still pending Head of PPU continues to chase. In addition forces will also be given some direction on Recommendation 8 where the HMIC are requesting all forces to remove the use of police information notices. In the meantime, the NPCC lead is supporting current guidance on the use of PINS. Nationally there is the possibility of adopting 'Early Harassment Notices' but not for stalking. The College of Policing has consulted forces on an alternative to PINS. Status is held at WHITE until the receipt of the joint action plan above from the national lead.
10	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. 11 are complete and 2 in progress

Recommendations & Areas for Improvement		Status	Due Date	Comment
Page 145 10	**Areas for improvement** 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 learns from experience to maximise the force's disruptive effect on this activity	NEW RED	Sept 17 [internal deadline] Now due: January 2018 and June 2018	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. By January 2018 the following is due for completion: • Newly appointed LROs are nominating leads for the PREVENT, PROTECT and PURSUE elements of their management plans. • Management plans to be reviewed by Directorate Serious and Organised crime leads for compliance. • LROs to review their management plans to maximise the impact of using partner agencies / third sector organisations where expedient to do so. • LROs to review their management plans to secure cross-Directorate resources using the tactical tasking and co-ordination process (TTCG).

Recommendations & Areas for Improvement	Status	Due Date	Comment
	RED		These actions will be reviewed at Directorate level Serious and Organised crime meetings scheduled for each Directorate during February 2017. The Fraud Academy will develop a LRO training programme which will include continual professional development, this will be completed by June 2018.
Areas for improvement 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.	AMBER	Sept 17 [internal deadline] Now due: March 2018	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. Debrief reports are produced and held centrally on a database, these reports include specific recommendations, progress against which are tracked on the database. Analysis to understand which tactics are having best affect has commenced and will be embedded by March 2018.

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
Areas for Enhancement Enhance monitoring data on:				
1	the reason for searches (e.g. drugs) by ethnicity and age	**NEW RED**	April 2017 [internal deadline] Now Due: January 2018	The force has accepted HMICs suggested enhancements but has determined there were issues with existing systems in producing this information. The introduction of Niche [25th October 2017] is expected to improve this situation and is being re-examined with a view to establishing a capability by January 2018. A specialised has been tasked to create the required business objects reports and these are awaited having missed their original due date. New delivery dates are required and being chased.
2	the rate at which the item searched for is found, by ethnicity and age	**NEW RED**		
	Individual officer/team data – totals, outcomes and find rate, by ethnicity and age.	**NEW 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
Page 148	**Cause of concern** 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. **Recommendation** To address this cause of concern, HMIC recommends that: - Within six months, all forces not already complying with current national vetting policy should have started to implement a sufficient plan to do so. - Within two years, all members of the police workforce should have received at least the lowest level of vetting clearance for their roles.	GREEN	June 2017	<u>Within 6 months</u> The Head of Professional Standards confirms that current national vetting standards are being compiled with. New national guidelines were expected in 2017 but their publication has been delayed with no new timescales announced. The Professional Standards Control Strategy has been produced and vetting is fully referenced in it.
		AMBER	December 2018	<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. A directory of roles requiring enhanced vetting is being complied and responses from Directorates continues to be collated.

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
Areas for improvement The force should improve how it demonstrates that it has taken action to improve how it treats all the people it serves.	**CLOSED**	April 2017	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. 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.
			Corporate Communications has instigated a number of actions these are reported below:
	GREEN	April 2017	**Action Required:** I. Build communications channels both internal and external to enable information to be received. *[1.2]* **Current Position:** CoL Procurement has been briefed and a process is underway to establish external audience views. In the interim the force will be using free online survey tools, with enhanced promotion via established

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Recommendations & Areas for Improvement	Status	Due Date	Comment
	GREEN		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 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.
	GREEN	Original: April 2017	**Action Required:** II. Engage with businesses in the City to establish if, via their internal communications functions, we can build a City workers' forum. *[1.3]* **Current Position:** Initial attempts to generate interest via the Community Bulletin or the Crime Prevention Association did not prove fruitful. The CoLP have now launched a fortnightly (electronic) news bulletin – Skyline. Promotion is ongoing with work to enable utilisation of CoL comprehensive distribution lists for access to business rate payers City Occupiers database to reach out to City communities as widely as possible. Discussions with City of London news publisher City Matters are being progressed with the intent of delivering a regular weekly or fortnightly column in paper.

Recommendations & Areas for Improvement	Status	Due Date	Comment
	GREEN	April 2017	**Action Required:** III. Work with the Corporation of London 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]* **Current Position:** 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.
	AMBER	Original: April 2017 Now due: February 2018	**Action Required:** IV. External website to be redesigned to include a 'you said, we did' section. *[1.5]* **Current Position:** 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.
	GREEN	April 2017	**Action Required:** V. Have 'you said, we did' as content on our Twitter feed *[1.6]* **Current Position:** Twitter and Facebook activity took place between 24th April and 5th May 2017, including 'you said, we did' materials. An evaluation of the first

Recommendations & Areas for Improvement	Status	Due Date	Comment
			campaign is being undertaken. The content for a second wave of social media activity took place September 2017.
5	**Areas for improvement** The force should improve how it manages individual performance of its officers and staff.	AMBER	March 2017 Now due: February 2018	The force has established a Performance Development Action Plan with a timeline for delivery of February 2017. The Talent Development Strategy has been produced against this plan with its own delivery which was agreed at Strategic Workforce planning meeting December 2017.

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	**Areas for improvement** City of London Police should review the capabilities of its workforce so it can identify and put plans in place to address	AMBER	March 2017 [Internal deadline]	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

Recommendations & Areas for Improvement	Status	Due Date	Comment
any gaps. This will enable the force to be confident in its ability to meet current and likely future demand efficiently.		Now due April 2018	Operations took place in September 2017. 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.

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.	AMBER	March 2016 [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.

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Committee:	Date:
Police: Performance and Resource Management Sub Committee	1st February 2018
Subject: HMICFRS 2017 Value for Money Profile	Public
Report of: Commissioner of Police Pol 10-18	For Information
Report Author: Stuart Phoenix, Head of Strategic Development	

SUMMARY

In November 2017, HMICFRS published the latest annual series of value for money profiles. These profiles group 'similar' forces together to enable high relative cost or differences to be determined; however historically HMICFRS has been unable to group the City of London Police with any other force.

In 2014, the Force commissioned a firm of reputable consultants to develop a spreadsheet model that could be utilised by the force to gain greater benefit from these profiles and determine a group of forces against which comparisons could be made.

The model has been applied to the 2017 VFM profiles and forms the basis of the findings presented in this report.

Since 2014 the population of the City [resident and business workers], as published in the HMICFRS profiles, has increased 147,000 (43%) which has had a positive impact on the VFM ratios published by HMICFRS.

Whilst many of the indicators within the model show movement towards group averages, Supplies and Services costs per 1,000 population remains an outlier.

Recommendation

That Members note the contents of this report.

Main Report

Background

1. Value for money profiles are published annually by HMICFRS as a tool to help forces discover areas of high relative cost or differences in performance, grouping similar forces together to facilitate comparison.

2. Historically, due to the Force's particular demographics and its location in central London, HMICFRS has been unable to group the City of London Police with any other force; this has reduced the usefulness of the profiles for Force purposes.

3. In 2014, the Force commissioned a reputable consultancy firm to develop a spreadsheet model that could be utilised by the force to gain greater benefit from the profiles and determine a group of forces against which more meaningful comparisons could be made.

4. In determining a comparator group the consultants identified forces with a similar total workforce [full time equivalent] per 1,000 population base from the 2013 HMICFRS VFM profiles. The group comprises:

    *   City of London
    *   Cambridgeshire
    *   Gloucestershire
    *   Lincolnshire
    *   Northamptonshire
    *   Suffolk

5. The aim of this report is to utilise this model to determine outliers and provide commentary.

Current Position

6. The model was populated with data from each of the comparator forces Value of Money profiles 2017.

7. Reference has been made to VFM profiles from 2014 to 2017 in the determination of trends for specific indictors and these are referenced within the report.

8. Within the model and to enable direct comparison with group comparators London Weighting and National Functions costs have been removed, however, this is sometimes relevant as to why costs in the Force are higher than in comparator forces.

Police Officer costs per 1,000 population

9. Police Officer costs per 1,000 population from the published HMICFRS VFM profiles for the force has been falling over the period 2014 to 2017

[solid black line on graph below] and is approaching the group average of £82 per 1,000 population [dashed grey line]
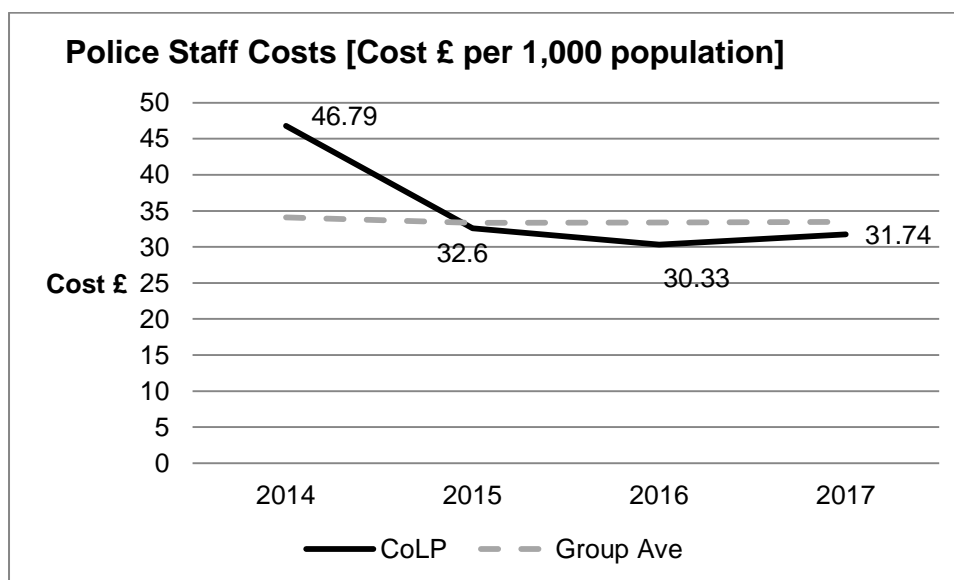
10. The HMICFRS VFM profile for 2014 shows officer numbers [excluding national functions] at 656 compared to 2017's 666.
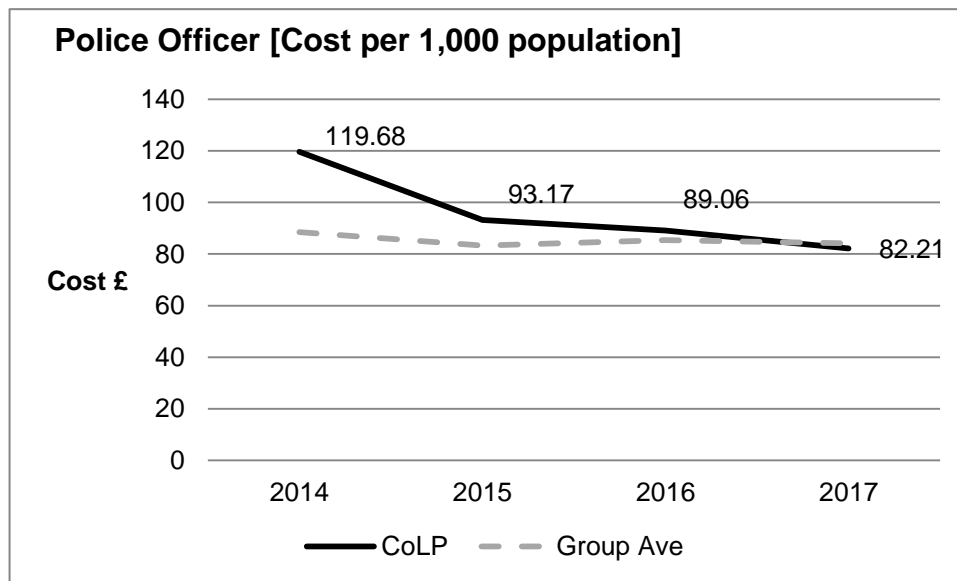
Police Officer [Cost per 1,000 population]

140	
120	119.68
100	93.17 89.06
80	82.21
60	
40	
20	
0	

Cost £

2014   2015   2016   2017

—— CoLP   – – Group Ave

Police Staff costs, excluding PCSOs per 1,000 population

11. Police Staff costs, excluding PCSOs per 1,000 population for the Force has been decreasing over the period 2014 to 2016. Ambitious savings were budgeted for Police Staff during this time and in 2017 budgets were reinstated for some roles to reflect changes in original savings plans; this decision has seen a slight rise in the published VFM profile 2016 to 2017 [solid black line in the graph below] but remains close to the group average [dashed grey line].

Police Staff Costs [Cost £ per 1,000 population]

50	46.79
45	
40	
35	
30	32.6 30.33 31.74
25	
20	
15	
10	
5	
0	

Cost £

2014   2015   2016   2017

—— CoLP   – – Group Ave

<u>Non staffing costs per 1,000 population</u>

12. Non staff costs continue to be the highest within the group per population head compared to the group average of £49.11 – the lowest is £37.8 for Cambridgeshire.

13. The comparator group average cost per population head has remained comparatively constant since 2014 suggesting that forces have contained inflationary increases but not driven further efficiency savings year on year.

14. Since 2015 there has been a downward trend in CoLP costs per 1,000 population head [solid black line on the graph below], but is still higher than the group average [dashed grey line].

Non staffing Costs [Cost per 1,000 population]

Year	CoLP	Group Ave
2014	80.8	51.26
2015	103.3	
2016	99.9	
2017	62.70	49.11
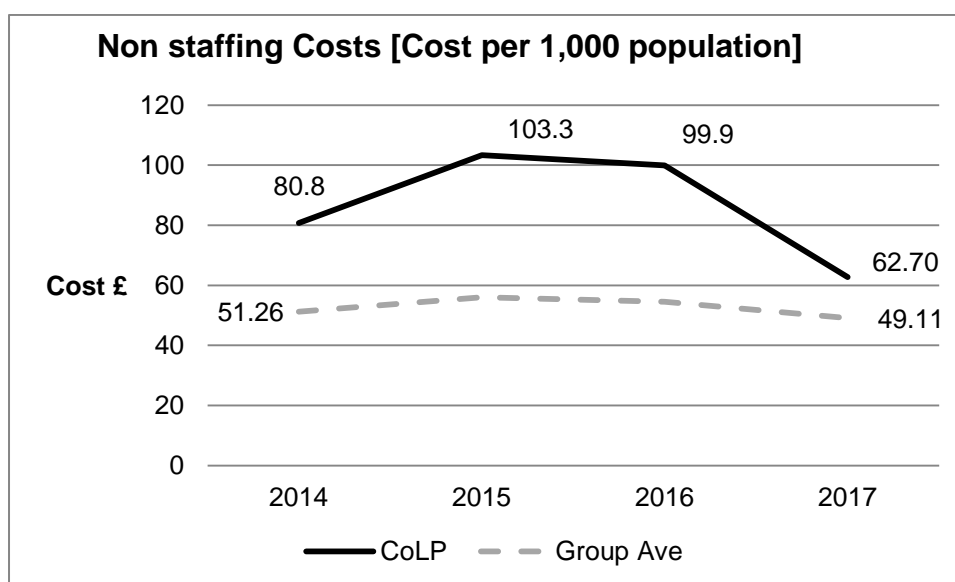
15. Within the model CoLP non staffing costs are sub divided into:

| Subjective Heading	CoLP			Group Average	
	£ per pop head	*£ per pop head [Adjust pop]*	*£'M*	*£ per pop head*	*£'M*
Supplies and Services	40.09	57.21	18.6	18.5	10.22
Premises	7.97	9.93	3.7	6.33	4.2
Transport	4.31	6.15	2	3.17	2.08
Force Collaboration payments	1.08	1.54	0.5	11.86	10.05
Restructure, Training and conferences	2.16	3.08	1	0.71	0.32
Other Employee related expenses	4.31	6.15	2	2.85	1.82
Total			**27.8**		**28.69**

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16. Notable subjective headings are detailed below:

Supplies and Services costs per 1,000 population

17. The 2017 group average excluding City of London Police is £18.50 per head of population. The City of London Police is currently twice this level at £40.09 per head of population up from £26.25 in 2016.

Supplies & Services costs per 1,000 population head 2017 VFM profile

Force	Cost
Cambridgeshire	6.95
Lincolnshire	11.04
Suffolk	12.89
Gloucestershire	17.17
Warwickshire	19.39
Northants	21.96
CoLP	40.09

Average for Peer Group (inc. CoLP) 18.50
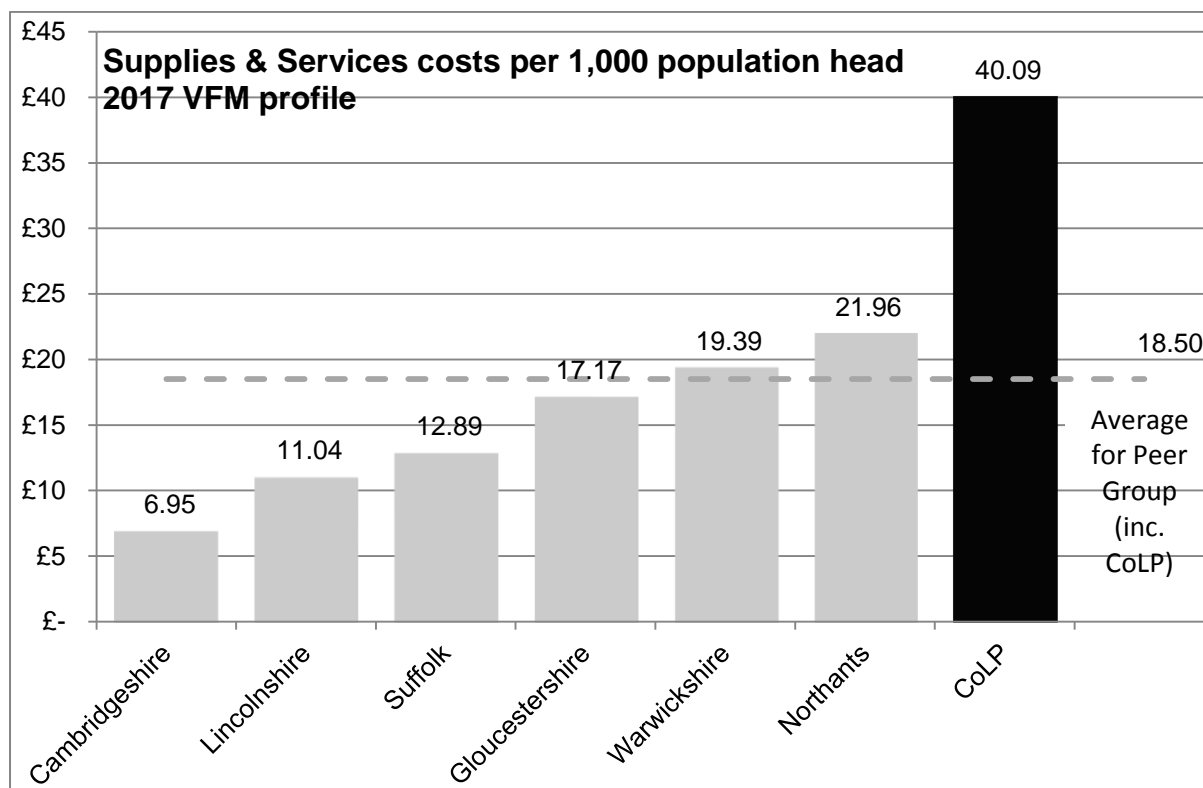
18. Since 2014 the City of London Police cost per 1,000 population had been decreasing from £42.90 to £26.25 in 2016 [solid black line in the graph below] but then increased in 2017. The group average 2014 to 2017 has remained static [dashed grey line].

Supplies and Services [Cost per 1,000 population]

Premises costs per 1,000 population
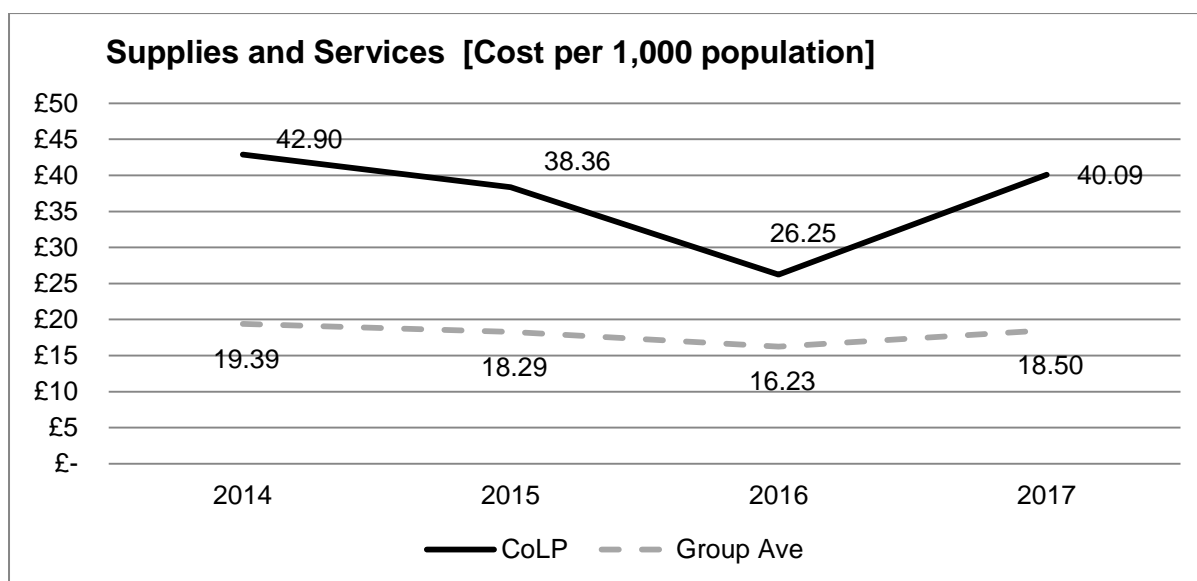
Premises [Cost per 1,000 population] 2017 VFM profile
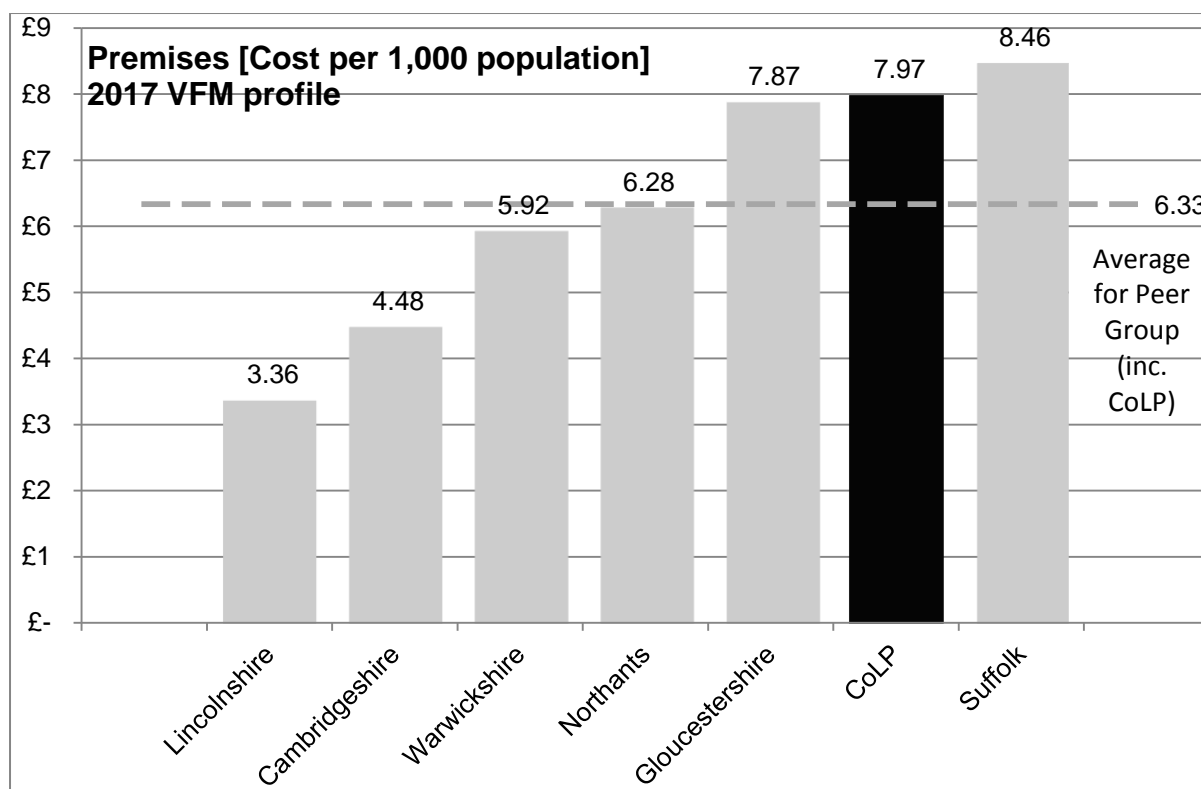
19. Premises costs per 1,000 head of population have been decreasing for the City of London Police as published in the HMICFRS VFM profiles to a point where it is approaching the comparator group average.

Premises related [Cost per 1,000 population]

Transcript costs per 1,000 population

Transport [Cost per 1,000 population]
2017 VFM Profile
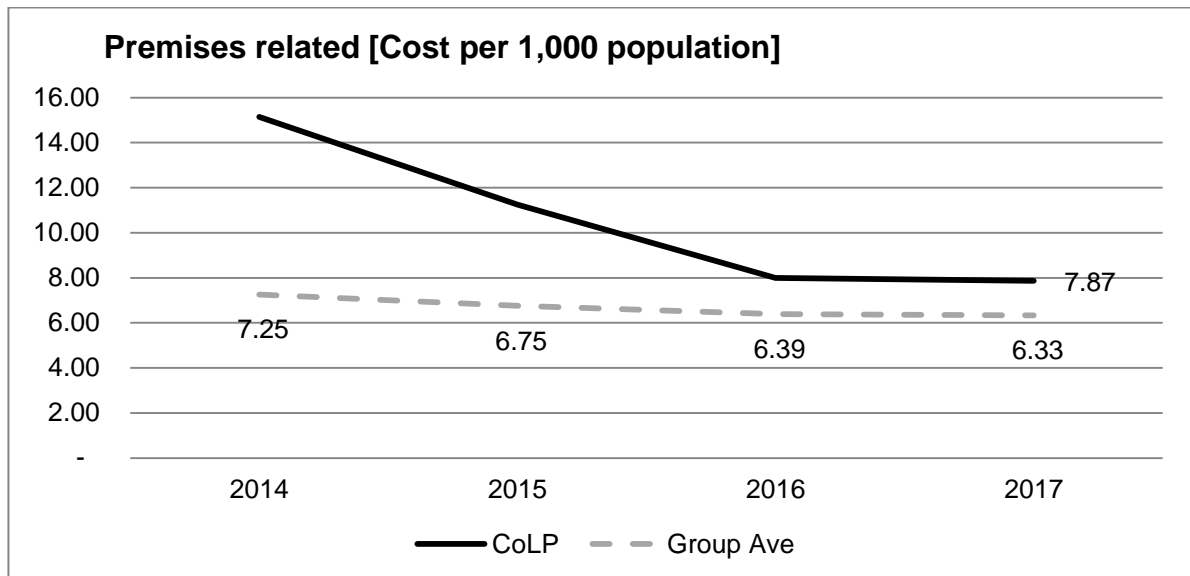
20. Transport costs per 1,000 head of population have been decreasing for the City of London Police but the force remains the highest cost per 1,000

population within the comparator group [solid black line in the graph below].

Transport related [Cost per 1,000 population]
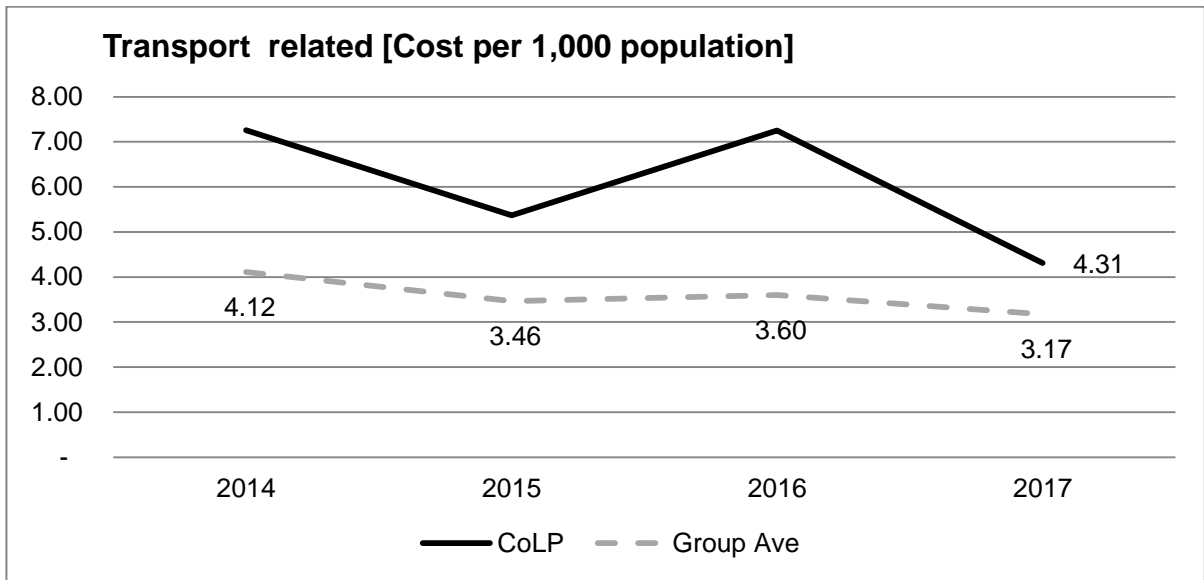
Other Employee Expenses costs per 1,000 population

21. Other employee costs per 1,000 population is the highest within the comparator group £4.31 compared to the group average of £2.85 within the 2017 VFM profile.
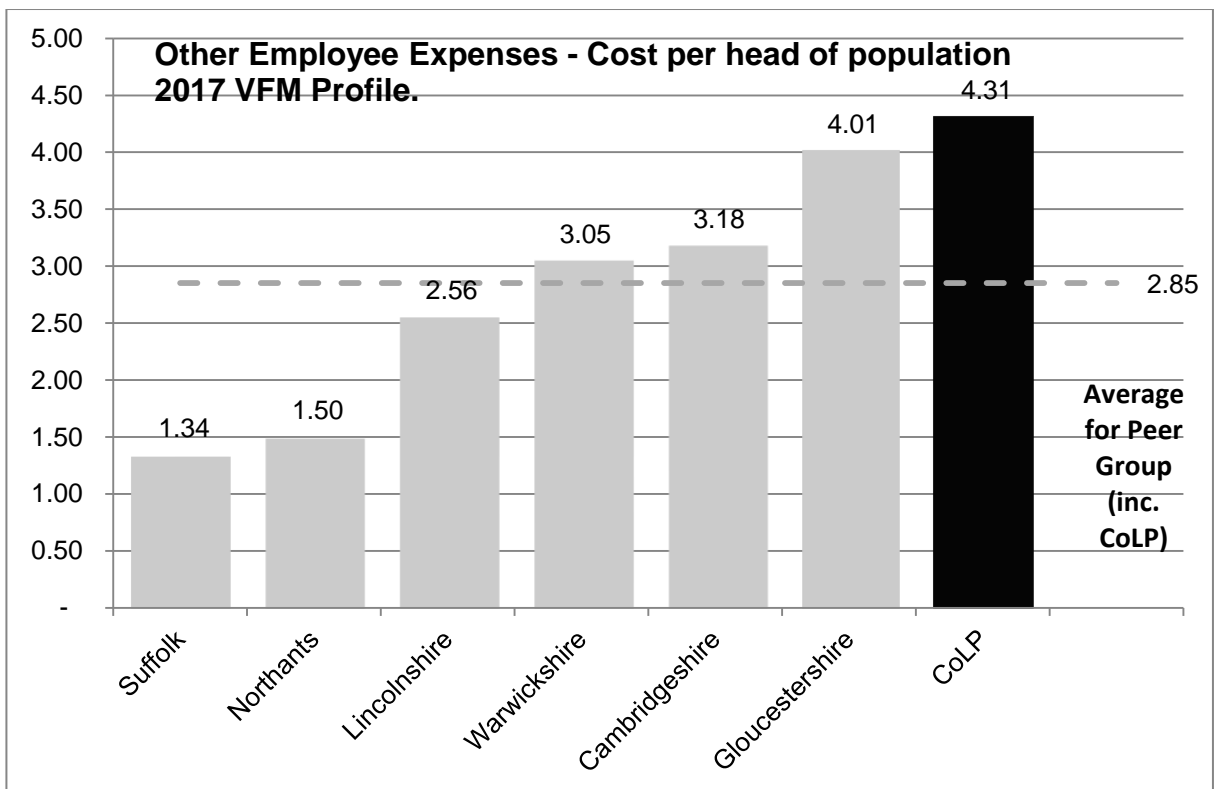
Recommendation

23.   That Members note the contents of this report.

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Committee(s)	Dated:
Audit and Risk Management	16 January 2018
Subject: Deep Dive: CR 23 Police Funding Risk	**Public**
Report of: Chamberlain	**For Information**
Report author: Caroline Al-Beyerty, Deputy Chamberlain	

Summary

The funding of the City of London Police has become unsustainable as a result of a number of factors. Central to this issue emerging has been a consistent reduction in Central Government grant funding over a number of years. This has resulted in a real terms funding reduction of 61% between 2010/11 and 2017/18.

Additional funding has been provided by the City Corporation during this period including authorising the full drawdown of Police Reserves and underwriting capital project expenditure. Demand on the Police force has also increased which has resulted in a forecast underlying funding gap of £4-5m p.a. over the medium term. The force has already adopted a number of initiatives to address the budget deficit and is forecasting achieving a balanced position in 2017/18; and a balanced position in 2018/19, after drawing on £3.5m of reserves. The Chamberlain and Commissioner of Police therefore consider that the force is on track to deliver a balanced budget for 2018/19 by March 2018.

A review was commissioned by the Chamberlain and Commissioner of Police to assess future demand and how value for money could be delivered in future. This review was conducted by Deloitte drawing on their experience of conducting similar exercises with other Police forces. The results have been reported to Police Committee and are summarised in this report.

This deep dive report articulates the work in progress and clearly identifies where future effort will be directed to manage this risk to an acceptable level. A single solution is unlikely to be sufficiently significant to mitigate the deficit and a combination of measures will need to be considered, to include: scrutiny and delivery of the efficiencies recommended by Deloitte; management and delivery of the 2% savings target agreed with the Corporation; rationalisation of the workforce following Rank Ratio review and development of the new service delivery model and continued support from the Corporation for capital investment priorities, and contribution to core budget.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Background

1. The City of London Police (CoLP) force is responsible for law enforcement within the City of London, including the Middle and Inner Temples. The police authority is the Common Council of the City, and unlike other territorial forces in England and Wales there is not a police and crime commissioner replacing that police authority by way of the Police Reform and Social Responsibility Act 2011, but like a police and crime commissioner, the Common Council is elected, thus achieving the same aim of democratic accountability.

2. CoLP is funded through a combination of Government Grants from the Home Office, through Partnership income and through funding from the City Corporation from a proportion of Business Rates Premium income. Government Grant funding has reduced significantly over the past few years, a real terms cut amounting to 61% of core grant funding between 201/11 and 2017/18.

3. COLP is facing increasing cost pressures. The employee pay budgets are forecast to increase over the medium term since ambitions for police staff efficiencies were not achieved and wage inflation is likely to be around 2% in the short term. The Force committed to a plan of reducing Police Staff establishment in January 2016, from a baseline of 450 to 410 full time equivalent posts. This was not achieved for a number of reasons, some of which were delays in IT dependent process change, which meant that the Force remained at approximately 450. The Force is also reviewing the number of fixed term posts supporting short term projects which has remained high, for example, the programme team delivering the new Action Fraud system which has overrun.

4. Support from the City Corporation has increased as the financial position has worsened, increasing the funding from the Business Rates Premium. Further funding has also been provided to underwrite CoLP IT improvements, the CoLP Pension Fund and a cashflow loan to maintain the Action/Know Fraud service.

5. The creation of CR23, Appendix 1, demonstrates the City Corporations commitment to the identification and management of this risk area. The risk areas are actively monitored and risk managed on a monthly and quarterly basis through the corporate budget monitoring procedure and on a year-to-year basis through the medium term financial plan. Endorsement and support for the management and delivery of CR23 risk management plan has been obtained directly from chief officers as well as strategically via papers to Police and Finance Committees.

6. A review was commissioned by the Chamberlain and Commissioner of Police to assess future demand and how value for money could be delivered in future. This review was conducted by Deloitte drawing on their experience of conducting

similar exercises with other Police forces and the results have been reported to Audit and Risk Management Committee and are shown in summary in Appendix 2.

Current Position

7. A Change Programme is being established to develop a revised Target Operating Model for CoLP to deliver greater effectiveness and financial stability. This will comprise a number of programme boards reporting to a Change Programme Oversight Group chaired by the Commissioner which then reports to Police Committee.

8. The Commissioner and the Chamberlain have worked jointly on updating the medium financial plan which will be reported to Police Committee in January 2018. The plan shows an underlying annual deficit of around £4-5m. A balanced position is for 2018/19 will be achieved by the utilisation of Police Reserves.

9. The COLP has already adopted a number of **efficiency strategies and mitigations**, which are summarised below:

   - Overview and scrutiny of all budget lines and the renegotiation of contracts in 2017/18 which has produced an expected year end balanced position.

   - Identification of posts that can be released within the current model: 11 police officer posts have been placed in to a holding pot pending potential reallocation to meet current identified threat and risk.

   - Implementing the findings of the Deloitte review work commences with the Transformation Programme in January 2018, in advance of this the force has identified £0.4m cashable savings which have been reinvested this year to build the programme team. The future year on year saving has been factored into the MTFP.

   - An indicative savings prediction from the Deloitte review of £1m and other major programmes such as NICHE have been factored into the MTFF from 2018/19 and subsequent years, however further savings of greater magnitude are expected to be identified as the Transformation team commence work and progress will be reported during 2018.

10. The above efficiencies must be achieved within an environment of changing and **increasing threat and risk**. The Strategic Threat and Risk Assessment (STRA) is a formal process for identifying new requirement and since policing requirements constantly change, new requirements must be funded from reallocation or reprioritising existing resources or from growth, if additional funding is available.

11. The Deloitte work will also assist in realigning the Force to meet the changing demand.

Proposals

12. The force board to monitor the financial performance of each Directorate of CoLP during 2017/18; and take corrective action to ensure delivery of efficiencies and report to members on regular basis.

13. Utilise Police Reserves to support a balanced budget position in 2018/19.

14. Continue to provide financial assistance from the City Corporation to CoLP through financially underwriting CoLP IT improvements, the CoLP Pension Fund and a by providing a cashflow loan to maintain the Action/Know Fraud service.

15. Consider the scope of sharing services between the City Corporation and CoLP, e.g. HR, Finance. A review has been commissioned by Efficiency and Performance Sub-committee and the scope of this review is under active consideration. The review will be led by the Town Clerk.

16. Consider increasing the Business Rates Premium in future years to provide additional funding from local taxpayers to directly contribute to the ongoing operation of CoLP.

17. Continue to implement the recommendations from the Deloitte review through the Change Programme being established by the Commissioner of Police.

Corporate & Strategic Implications

18. Police Forces across the country are suffering reducing Government grants and are rationalising services and/or finding new ways of working to deliver their aims and objectives.

19. The City of London Police must also establish a financially stable medium-term plan. This will incorporate the work begun by the Deloitte review and further work commissioned by the Efficiency and Performance Sub-committee.

20. Failure to demonstrate appropriate controls in this risk area will expose the City Corporation to unacceptable levels of risk and could hinder a number of strategic objectives particularly in relation to the security of the City. There are also a number of statutory that CoLP are required by the Home Office to deliver, particularly acting as National Lead Force for fraud and cyber-crime.

Conclusion

21. There is an extensive programme of work required to mitigate the risks identified within CR23 in a sustainable manner. This deep dive report articulates the work in progress and clearly identifies where future effort will be directed to manage this risk to an acceptable level.

22. A single solution is unlikely to be sufficiently significant to mitigate the deficit and a combination of measures will need to be considered, to include: scrutiny and delivery of the efficiencies recommended by Deloitte; management and delivery of the 2% savings target agreed with the Corporation; rationalisation of the workforce following implementation of the Rank Ratio review and development of the new service delivery model; and continued support from the Corporation for capital investment priorities, and contribution to core budget.

23. The Chamberlain and Commissioner consider that we are on track to achieve a balanced budget for 2018/19 by March 2018.
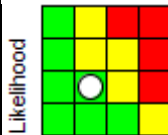
Appendices

- Appendix 1 – CR23 Police Funding
- Appendix 2 – Deloitte summary of findings

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Deputy Chamberlain

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CHB Corporate and departmental risks - detailed report   APPENDIX 1

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CR23 Police Funding 21-Nov-2016 Caroline Al-Beyerty; Ian Dyson	**Cause:** Reduction in government funding and growing demand in Policing services leading to pressures for the City Fund -Police. **Event:** Reduction in government funding. Budget deficit forecast for next 5 years requiring action to balance the budget. The Government's stated intention is that the shortfall should be met from an increase in the precept (in the City's case, the business rate premium). **Effect:** Potential impact on security and safety in the City as need to make savings, prioritise activity and review funding. City of London Police will be unable to maintain a balanced budget and current service levels as reflected in their Medium Term Financial Plan.		**12**	Deloitte Review on Future Demand and VfM identified significant savings opportunities. Plans are now being developed to deliver increased effectiveness and savings which will feed into 2018/19 budget and Medium Term Financial Plan and mitigate service impact. **29 Dec 2017**		**4**	31-Mar-2018	

Action no, Action owner	Description	Latest Note	Managed By	Latest Note Date	Due Date
CR23a	Limited opportunities in 2017/18 to make in year savings against front line police officer budgets without impacting adversely on delivery of key policing plan objectives. Police staff numbers subject to further scrutiny as part of in-year savings exercise.	Chief Officer Cash Limited Budgets include a savings target of £1.2m against the non-pay budget of £29.3m. The force has managed to secure savings of £0.7m against Repair and Maintenance, Travelling Expenses, Tasking and Core Directorate Overtime Budgets; however, this currently falls short of the savings target by £0.5m. Further details will be reported to Police Committee in the quarter 3 budget monitoring report.	Michelle King	29-Dec-2017	31-Mar-2018
CR23b	Exhaust the Police Reserves by 31 March 2018	The actual drawdown on reserves in 2016/17 was £0.6m, an improvement of £2m compared to the forecast position. Current anticipated year-end position is breakeven, utilising £1.5m of the POCA balances. No draw-down is forecast on the Police General Reserve, leaving a balance of £350k.	Philip Gregory; Michelle King	29-Dec-2017	31-Mar-2018
CR23d	Consider increase in the business rates premium in future periods	Will be considered as part of the medium term financial planning for 2018/19.	Caroline Al-Beyerty	29-Dec-2017	31-Mar-2018
CR23e	Efficiency and Performance Sub Committee commissioned a review of shared services.	The scope of the review is currently being agreed and will be led by the Town Clerk. The timetable has slipped from the original anticipated deadline of 31 December 2017.	Caroline Al-Beyerty; Alistair Sutherland	29-Dec-2017	31-Dec-2017
CR23f	Implement the recommendations from the Deloitte review through the Change Programme being established by the Commissioner of Police	A Change Programme is being established to develop a revised Target Operating Model for CoLP to deliver greater effectiveness and financial stability. This will comprise a number of programme boards reporting to a Change Programme Oversight Group chaired by the Commissioner which then reports to Police Committee.	Alistair Sutherland	29-Dec-2017	TBD

Summary of findings from Deloitte report

1. In broad terms, the report found many positive elements to the force, for example:

   - The Strategic Threat and Risk Assessment is an excellent platform to prioritise future service requirement;
   - The workforce has a broadly positive outlook and morale is good; and
   - The force can demonstrate how it accommodates National requirements into local projects and programmes.

2. The report also draws attention to some areas they see as challenges for the force, for example:

   - The continuing budget pressures at a time of changing demand;
   - The current operating model has some inefficient silos and duplication of activity; and
   - A cultural shift in approach to change and programme management is needed – the centre project and programme capability is thin.

3. As well as the recommendations, the report offered indicative financial options and benefits that could be realised depending upon the change that the force chooses to make following the review. These ranged from up to £15m p.a. savings through to additional investment required of £1.1m p.a. These will be examined as part of the work programme the force is initiating following the review.

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