



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

**Date:** THURSDAY, 26 APRIL 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 (External Member)  
Caroline Mawhood (External Member)  
Lucy Sandford (External Member)

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**Lunch will be served in Guildhall Club at 1PM**  
**NB: Part of this meeting could be the subject of audio or video recording**

**John Barradell**  
**Town Clerk and Chief Executive**

# **AGENDA**

## **Part 1 - Public Agenda**

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**  
To agree the public minutes of the last meeting, held on 1 February 2018.  
  
**For Decision**  
(Pages 1 - 12)
4. **OUTSTANDING REFERENCES**  
Report of the Town Clerk  
  
**For Information**  
(Pages 13 - 18)
5. **INTERNAL AUDIT UPDATE**  
Report of the Chamberlain  
  
**For Information**  
(Pages 19 - 44)
6. **Q4 PERFORMANCE VS MEASURES**  
Report of the Commissioner of Police  
  
**For Information**  
(Pages 45 - 76)
7. **HMICFRS INSPECTION UPDATE**  
Report of the Commissioner  
  
**For Information**  
(Pages 77 - 120)
8. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
9. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
10. **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**

11. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the last meeting, held on 1 February 2018.

**For Decision**  
(Pages 121 - 122)

12. **DEMAND AND VALUE FOR MONEY REVIEW/TRANSFORM PROGRAMME -  
PROGRESS UPDATE**

Report of the Commissioner

**For Information**  
(Pages 123 - 140)

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

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

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

**Thursday, 1 February 2018**

**Minutes of the meeting of the Performance and Resource Management Sub (Police) Committee held at the Guildhall EC2 at 10.30 am**

### **Present**

#### **Members:**

Deputy James Thomson (Chairman)  
Nicholas Bensted-Smith  
Deputy Keith Bottomley  
Tijs Broeke

Andrew Lentin (External Member)  
Kenneth Ludlam (External Member)  
Caroline Mawhood (External Member)

#### **Officers:**

George Fraser	-	Town Clerk's Department
David Jones	-	Town Clerk's Department
Alex Orme	-	Town Clerk's Department
Caroline Al-Beyerty	-	Deputy Chamberlain
Pat Stothard	-	Head of Internal Audit and Risk Management
Stuart Phoenix	-	City of London Police
Hayley Williams	-	City of London Police

#### **1. APOLOGIES**

Apologies were received from Deputy Doug Barrow and Lucy Sandford.

#### **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 previous meeting, held on 30 November 2017.

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

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

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

#### **OR4 – Recommendations Checklist**

The Chairman explained that, given the information that was now contained within Appendix 4 of the Internal Audit Update Report, he was satisfied that the changes were sufficient and asked that this Outstanding Reference be marked as complete.

### **OR5 –Sub-Committee Budgetary Scrutiny Meeting**

The Chairman explained to Members that the Deputy Chamberlain, the Assistant Commissioner and the City of London Police Authority met prior to this meeting, on 1 February 2018, to discuss proposed changes to the scrutiny direction of the Sub-Committee.

The Chairman explained that at this meeting it was proposed that, with a sight to more robust financial scrutiny of the City of London Police in accordance with its Terms of Reference, this Sub-Committee would receive all reports of the Commissioner relating to:

- i. Financial Performance & Budgets
- ii. Demand and Value for Money
- iii. Major Programmes/Projects

It was agreed that a reporting schedule be decided by the Chamberlain, Town Clerk and Commissioner. This would ensure that the Performance and Resource Management Sub-Committee is well positioned to inform its Grand Committee on all the above areas, and that sufficient time is available to facilitate a more detailed discussion in each case. (1)

### **OR10 – Public Order Resilience**

The Chairman asked that the Commissioner please circulate to Members the date of the Public Order Open Day taking place at Gravesend when it has been confirmed. (2)

### **OR15 – Licensee Responsibility for CCTV**

The Assistant Commissioner explained that he was satisfied that the links between the CoLP and the Licensing Committee were sufficient, and that there are no problems with applications for CCTV currently. The Chairman confirmed that an additional note had been circulated to Members and that they had received it and agreed that this Outstanding Reference could be marked as complete.

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

The Sub-Committee received a report of the Chamberlain that provided Members with an update of the work of Internal Audit that has been undertaken for the City of London Police since the last report in November 2017.

The Head of Audit and Risk Management explained to Members that the draft report on the 2016-17 planned internal audit programme was currently a work in progress.

The Head of Audit and Risk Management explained that considerations were being given to an audit of the Police Accommodation Strategy, though this was not mentioned within the report. The Chairman asked whether this would create duplication of the programme management audit recommendations in this area. The Head of Audit and Risk Management explained that the programme management audit was slightly different, and that this particular

audit would be looking into the Police Accommodation Strategy in greater detail.

A Member conveyed their approval of the inclusion of the 3-Year City Police Audit Plan Strategy 2018-19 to 2020-21 at Appendix 3 to the report. The Member explained that they were surprised not to see audit areas revisited cyclically over a 3-4 year period to monitor continuous improvement. The Head of Audit and Risk Management explained that they were limited by a set number of audit days to complete their plan, but noted that the plan was flexible. He explained that there was a desire to repeat particular areas, but also a desire to visit new areas that required focus.

A Member asked what the protocol was that assured the implementation of “RED” recommendations. The Head of Audit and Risk Management explained that RED recommendations often involve suggestions that cannot practically be implemented in retrospect, though the aim is for these to act as guidance for future reference. Any actions made in response to these is then measured.

A Member asked if there was a provision for Members to proposed suggestions for new areas of focus. The Head of Audit and Risk Management confirmed that this would be welcomed.

A Member noted that any new areas suggested might displace existing areas, and that the total audit days available was set at 75 days, a reduction from 95 previously. The Member asked how this number was defined, and the Head of Audit and Risk Management explained that this had been agreed with the City of London Police, but that there was no science applied to the number of days allocated and that it was only “correct” in line with Audit and Risk’s own professional experience and perception. The Member also noted that the total days was likely higher than the figure shown when Corporate overheads are taken into account. The Assistant Commissioner confirmed that the Integrity Standards Board looked at such internal issues and did provide some level of scrutiny.

A Member explained that it was somewhat concerning to see that there were those risks marked as “Accepted Risks”. The Chairman explained that it was good to see that a certain level of risk was accepted when deemed correct to do so. However, he noted that it would be beneficial to aid understanding by including a narrative note on why risks have been accepted. The Head of Audit and Risk Management confirmed that mitigating factors would be included in future for clarity. (3)

The Chairman asked for clarification of the Action Fraud/ Know Fraud Monetisation Project referred to for which Members had apparently approved £500,000 to commence work on, as mentioned within the table at row 13 of Appendix 4. The Head of Change Portfolio Office confirmed that she did not have the detailed knowledge of this Programme and would check with Head of ECD back in Force and feed back to Members. (4)

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

The Chairman and Members welcomed new external Member Andrew Lentin to the Sub-Committee for his first meeting. Andrew thanked the Chairman for his introduction.

**6. COLP PROGRAMME MANAGEMENT REPORT**

The Sub-Committee received a report of the Chamberlain that detailed the findings of an audit of the programme management of the City of London Police.

The Chairman illustrated his surprise that such a significant number of recommendations had come out of the report, and asked for confirmation that all of them were now being tracked. The Head of Audit and Risk Management confirmed that they were. The Chairman noted that there were plenty of lessons to be learned from the outcome of the audit, and that it was critical to action these. The Head of Change Portfolio Office agreed, noting that the Police Accommodation Strategy was managed by the City Surveyor and therefore required joint working. The Head of Change Portfolio Office explained that the City of London Police were working with an external party on the management of benefits (Recommendation 10 of the report) and would be able to report on this at the end of April.

The Chairman explained that, as referred to earlier, an additional audit taking place to focus on the Police Accommodation Strategy (PAS) should hopefully resolve the associated issues. He also remarked that PAS reports going forward would go to the newly established Capital Buildings Committee. The Chairman confirmed that, in reference to the discussion prior to the Sub-Committee, any major Police project reports should come to the Performance and Resource Management Sub-Committee.

A Member explained that they were very surprised by the contents of the report, noting the significant sums quoted. The Deputy Chamberlain explained that high-level estimates given were for early gateway project reports which then evolved significantly over time following more comprehensive scoping. The Deputy Chamberlain noted that perhaps initial planning needed to be improved to allow for a more realistic or ambitious project scope. The Assistant Commissioner agreed, stating a desire for more honest and accurate estimations going forward. He assured Members that this was now being addressed.

A Member asked why this was marked as an AMBER risk rather than RED. She noted that the original budgets were simply perceived to be unrealistic, and the current budgets more accurate. She stated her concern that the same misconceptions were capable of being made again. The Chairman confirmed that this was seen as a RED risk by the City Corporation. The Deputy Chamberlain confirmed this, and noted that significant work was required to support those working on such large projects.

A Member stated that it was beneficial to recognise where errors have been made, but that he was concerned about incremental approvals of increased



budgets. He stated that it was a familiar trend across the Corporation with various project estimates going to Committee, and asked where accountability lay. The Deputy Chamberlain explained that financial planning is not applied to projects until Gateway 4, so significant changes to estimate sums are not uncommon. A Member stated that the inconsistencies and confusion over budgets and outcome figures needed to be addressed. The Chairman stated that there was now sufficient oversight of the Police Accommodation Strategy going forward with the creation of the Capital Buildings Committee.

A Member suggested that a fundamental capability review of the project and programme management function was necessary. He noted that Programme Management was not included as one of the Corporation's "Top 10 Risks". The Deputy Chamberlain explained that work was underway in this area, and agreed to follow up with the Town Clerk to feed back on progress of the capability work surrounding Corporate programme management. (5)

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

## **7. PROJECTS AND PROGRAMMES PRESENTATION**

The Sub-Committee heard a presentation from the Head of Change Portfolio Office and the Assistant Commissioner that provided Members with an overview of the City of London Police Projects and Programmes portfolio.

The Head of Change Portfolio Office explained that a Digital Programme Board had been set up. She continued to summarise the main areas of work, including the Emergency Services Mobile Communications Programme (ESMCP) and the Secure City Programme. The Assistant Commissioner explained that a lot of work had been done to scope the Joint Command Control Room (JCCR), but that technology was advancing so quickly in this area that accurate estimates were very challenging. The Chairman noted that at the recent meeting of the Police Committee estimates presented ranged from £10-20m for the suite of projects included in the Secure City Programme, and stated that these were very important projects.

The Head of Change Portfolio Office explained that dependencies for the Ring-of-Steel Project were a crucial element governing strategy that could not be understated. The Chairman noted that the audit report found that project management of this project required improvement in a number of areas and he asked for assurance that these issues were now being addressed. The Head of Change Portfolio Office confirmed that they were part of the action plan.

The Head of Change Portfolio Office explained that the Police Accommodation Programme had suffered with challenges centring primarily around timing. The Assistant Commissioner noted that the JCCR was reliant on other areas in order to progress. A Member noted that a Corporate policy was to "buy rather than to build", and asked if this was a feasible option for the JCCR. The Assistant Commissioner explained that there was some ability to source technology with bespoke designs. He explained that some other forces had taken the option of designing their own, and were seeing efficiencies as a result.

The Assistant Commissioner explained that the Economic Crime Victim Care Unit (ECVCU) formed part of the CoLP's "National Lead Force" responsibility and as such has additional funding.

The Assistant Commissioner summarised the work relating to Action Fraud, reporting that it would enable significant efficiencies and a possible monetisation opportunity. The Deputy Chamberlain noted that the monetisation element was regarded as a risk. The Chairman remarked that there had been a significant overspend on this project.

The Assistant Commissioner explained that Police telephony had significant issues affecting the processing of complaints and recording of calls, but there was currently discussion with the IT department to resolve these.

The Head of Change Portfolio Office explained whilst there were clear challenges regarding resources, there was also a requirement to recognise that due to the location the market for recruitment was buoyant, and therefore the cost of change would be high.

A Member explained that significant agenda time should be allocated to this going forward so that the most significant areas of concern are raised.

**RESOLVED** – That the Commissioner be heard.

**8. CITY OF LONDON APPROACH TO PROJECT MANAGEMENT**

The Sub-Committee heard a report of the Town Clerk that provided Members with an update on the work done to improve project management procedures and practice across the City of London Corporation.

The Town Clerk explained that small projects contained within a single department were perceived to be effectively run, whilst larger projects requiring cross-departmental working containing multiple dependencies suffered due to a siloed working culture. These larger projects also tended to be carried out over longer terms, and as such suffered from confusion over gateway progression. He explained that work was being done to update dashboards in order to improve clarity in this regard. The Town Clerk explained that the presentation of figures to Members in Committee was also an area of focus. The Town Clerk also noted that activity was underway to update the training resources and courses available to Project Managers within the City of London.

**RESOLVED** – That the Town Clerk be heard.

**9. Q3 PERFORMANCE VS MEASURES**

The Sub-Committee received a report that summarised the performance of the City of London Police against the measures set out in the Policing Plan 2017-20 for the period 1 April 2017 – 31 December 2017.

The Assistant Commissioner explained that the number of crimes in the City of London had been rising, and that this rise was attributable largely to theft,

particularly with the use of mopeds. The significant rise of these crimes has offset any improvements seen in other areas.

Head of Strategic Development explained that the figures presented to the Force Performance Management Group (PMG) differed from the figures brought to this Sub Committee owing to teething problems with Niche, the new Crime and Intelligence reporting system, and clarified that the figures in this report were more accurate.

The Assistant Commissioner updated Members on the developments taking place for each Measure mentioned within the report. The Head of Strategic Development explained that in the case of Measure 11 - *The Percentage of people surveyed who believe the police and the City of London are doing a good or excellent job*, this would remain the same until the next survey is carried out.

The Chairman queried missing data within Measures 6,7,8 and 9. The Head of Strategic Development explained that the CoLP had implemented the new reporting system, Niche, in October 2017, and found that reports were being counted erroneously. This led to crime figures changing from one day to the next. As a result, the decision was made to omit the numbers through a lack of confidence in their accuracy. He assured Members that this issue had now been resolved.

The Chairman asked when Antisocial Behaviour (ASB) figures would be available. The Head of Strategic Development explained that ASB was not a force priority, though a new reporting method was being developed that could provide backdated data. The Head of Governance and Assurance added that he was working with the Force Intelligence Bureau staff to develop these but that they were still not available. He proposed that if this Sub-Committee wanted to request so, then this could be prioritised. The Chairman asked only that a timeframe be attached for receipt of these figures so that the Sub Committee might know when to expect regular reporting of them. (6)

The Risk and Governance Manager explained that the table presenting ASB data incorrectly stated that it provided example figures; he clarified that the figures were sourced from live data.

A Member noted that, in contrast to the Assistant Commissioner's assurances over crime reduction, over a 4-year period the Victim-Based Crime figures appeared to have risen by approximately 17%. The Assistant Commissioner explained that a significant amount of collaborative work and joint-operations were being undertaken with the MPS and BTP, such as Operation Sceptre, to tackle violent crime which has seen a rise nationally.

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

10. **HMICFRS UPDATE**

The Sub-committee received a report of the Commissioner of Police that provided Members with an overview of activity undertaken since the last meeting, on 30 November 2017.

The Chairman noted that the overall assessment of the PEEL report had been omitted. The Head of Strategic Development apologised for this error.

The Head of Strategic Development explained that there had been no further reports since the last meeting of the Sub-Committee on 30 November 2017. He explained that the report on *effectiveness* was due to be published in the week commencing 5 February 2018, and that it was hoped that the outcomes would be positive.

The Head of Strategic Development explained that unfortunately the PEEL *legitimacy* report had been downgraded from “good” to “requires improvement”. The Assistant Commissioner added that he was not overly concerned with the areas that had been identified and was confident the Force was addressing these.

The Chairman noted that not all recommendations coming out of HMICFRS inspection reports seemed to be meeting target dates for action. He stated that increased focus needed to be given to stop-and-search training. The Assistant Commissioner explained that the HMICFRS had high standards in this area and good collaborative work was being undertaken currently. A Member noted that Stop-and-Search was a very sensitive issue, and as such, officers should be expected to be highly responsive to developments in this regard. She explained that it was key that the officers approached this with the appropriate attitude. The Chairman requested that a note on what was being actioned with regards to improvements in Stop-and-Search be provided to Members. (7)

The Chairman stated that all the workforce planning observations should be checked off by the CoLP HR department.

A Member asked whether the evolution of HMIC into HMICFRS had affected their capacity to carry out inspections, citing the low number of recent audits. The Head of Strategic Development explained that this was not yet clear, but noted that the HMICFRS had sourced expertise in the area of fire safety services. He also explained that the new format to be adopted by PEEL was not yet clear.

The Chairman asked what action plan had been put in place to address the two items marked as RED regarding a joint inspection of the disclosure of unused material in volume crown court cases. The Head of Strategic Development explained that a joint action plan had been approved by three agencies, and these areas were expected to be given GREEN status ahead of the next meeting.

The Chairman asked if work on the newly RED recommendation regarding the “4Ps” was on track. The Head of Strategic Development explained that this

was given RED status only as its deadline had passed, but assured Members that this would be given GREEN status next time.

**11. HMICFRS 2017 VALUE FOR MONEY PROFILE**

The Sub-Committee received a report of the Commissioner of Police that provided a comparison of relative costs between forces.

The Chairman noted that the staff cost ratio seemed to be acceptable.

The Chairman enquired about the force mapping collaborative work, and the Assistant Commissioner explained that a recent MOPAC meeting had agreed that mapping this out was necessary. He explained that this will now be done as part of the CoLP Transform Programme.

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

**12. DEEP DIVE: CR 23 POLICE FUNDING RISK**

The Sub-Committee received a report of the Chamberlain that highlighted funding issues relating to the City of London Police.

The Deputy Chamberlain explained that an underlying funding deficit of £4-5m p.a. needed to be resolved. She explained that the Audit & Risk Management Committee had asked for this to be reassessed in the Medium Term Financial Plan (MTFP). The Deputy Chamberlain explained that there were three resolutions available:

- i. Home Office Funding
- ii. Decision on which services to maintain
- iii. Increase in Premium Rates

The Deputy Chamberlain explained that this risk needed to be framed accurately in order to be resolved. The Assistant Commissioner noted that significant work had been done to balance the budget, and £17m in funding had been supplied by the City Corporation for Capital Projects.

The Chairman explained that the funding challenge has now been recognised and there had been improved collaboration between the Chamberlain's Department and the City of London Police. He also noted that the option to raise the Premium Rate had been raised at Police Committee.

A Member asked how the Demand and Value for Money review had been received. The Assistant Commissioner explained that it had been well received, but noted that some figures were perhaps overly ambitious. He explained that the review had validated many of the findings of the STRA process, but that he did not agree with the high-end savings figures.

A Member noted that the Review's total savings figure resembled that of a "Gateway Zero" inaccurate initial projection, and suggested that the sooner this headline figure was abandoned the sooner progress could be made with

honesty and pragmatism. Members illustrated their agreement with this statement.

A Member asked when these decisions would be made, and the Deputy Chamberlain confirmed that there would be a probe into the savings at the Resource Allocation Sub (Finance) Committee in June 2017, and the autumn would see budgets applied for 2019-20.

A Member stated that it was important to note that the review was not just focusing on *Value for Money*, but also specifically on *Demand*. Members illustrated their agreement with this statement.

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

There were no further questions.

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

There was no further business.

**15. EXCLUSION OF THE PUBLIC**

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

**16. NON-PUBLIC MINUTES**

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

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

**17. VALUE FOR MONEY UPDATE**

The Sub-Committee received a report of the Commissioner of Police that updated Members on the progress made since the Demand and Value for Money Review since the last update to Police Committee in September 2017.

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

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

There were no questions.

**19. 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 12.30 pm**

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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.	01/02/18 Item 4 - <i>Outstanding References</i>	<p>It was agreed that a reporting schedule be decided by the Chamberlain, Town Clerk and Commissioner. This would ensure that the Performance and Resource Management Sub-Committee is well positioned to inform its Grand Committee on the following areas:</p> <ul style="list-style-type: none"> <li>i. Financial Performance &amp; Budgets</li> <li>ii. Demand and Value for Money</li> <li>iii. Major Programmes/Projects</li> </ul> <p>This will ensure that sufficient time is available to facilitate a more detailed discussion in each case.</p> <p><b>Update 10-04-18:</b> A meeting took place between representatives of the Town Clerk, CoLP and Chamberlain to agree a reporting Schedule for the future finance reporting. This was recently sent to the Chief Officers for final endorsement. We are still awaiting confirmation from the Chamberlain.</p>	Town Clerk/ Chamberlain/ CoLP/ Chairman	<b>OUTSTANDING</b>
	<b>Reporting Schedule</b>			
2.	01/02/18 Item 4 - <i>Outstanding References</i>	<p>The Chairman asked that the Commissioner please circulate to Members the date of the Public Order Open Day taking place at Gravesend when it has been confirmed.</p> <p><b>Update 10-04-18:</b> On the 26 March details of the next Public Order training event at Gravesend training centre scheduled for 20 June, were circulated to Members with a view to them attending as observers.</p>	CoLP	<b>COMPLETE</b>
	<b>Public Order Open Day</b>			

3.	<b>01/02/18</b> Item 5 - <i>Internal Audit Update Report</i>          <b>Accepted Risks Narrative</b>	<p>The Chairman explained that it was good to see that a certain level of risk was accepted when deemed correct to do so. However, he noted that it would be beneficial to aid understanding by including a narrative note on why risks have been accepted. The Head of Audit and Risk Management confirmed that mitigating factors would be included in future for clarity.</p> <p><b>Update 10-04-18:</b> A discussion took place between Head of Audit and Risk Management for CoL and Head of Governance and Assurance for CoLP and it is proposed that where CoLP has another case of accepting the risk due to resourcing issues, the management response will be discussed and agreed to make the implications clearer to Members.</p>	CoLP	<b>COMPLETE</b>
4.	<b>01/02/18</b> Item 5 - <i>Internal Audit Update Report</i>          <b>Action Fraud Monetisation</b>	<p>The Chairman asked for clarification of the Action Fraud/ Know Fraud Monetisation Project referred to for which Members had apparently approved £500,000 to commence work on, as mentioned within the table at row 13 of Appendix 4. The Head of Change Portfolio Office confirmed that she did not have the detailed knowledge of this Programme and would check with Head of ECD back in Force and feed back to Members.</p> <p><b>Update 22-02-18:</b> Members approved a £500k set up costs comprising £250k from Home Office (NCSP 2017/18) and £250k match funding from City Fund Reserve. This was part of the additional £5.1m advance from City Fund Reserve and approved by Members at Recommendation 8 in a Committee report that was approved by Members of Common Council in July 2017.</p>	CoLP	<b>COMPLETE</b>

5.	<p><b>01/02/18</b> Item 6 - <i>CoLP Programme Management Report</i></p> <p><b>Programme Management Capability</b></p>	<p>A Member suggested that a fundamental capability review of the project and programme management function was necessary. He noted that Programme Management was not included as one of the Corporation's "Top 10 Risks". The Deputy Chamberlain explained that work was underway in this area and agreed to follow up with the Town Clerk to feed back on progress of the capability work surrounding Corporate programme management.</p> <p><b>Update 19-02-18:</b> The Chamberlain's Finance team and the PMO within Town Clerk are jointly working together to resolve the recognised issues regarding the sometimes poor understanding and reporting of projects financial information. The capability and upskilling of project managers will be supported by an updated in-house Project Management training course by the PMO rolling out in the spring (which includes financial management training), and updated financial training developed by Chamberlains in Financial accounting, Forecasting and Oracle. The PMO will also be looking at how financial information is presented to Members in committee reports, to increase consistency, usability and transparency.</p>	Chamberlain	<b>COMPLETE</b>
6.	<p><b>01/02/18</b> Item 6 - <i>Q3 Performance vs Measures</i></p> <p><b>ASB Figures ETA</b></p>	<p>The Chairman asked only that a timeframe be attached for receipt of the Antisocial Behaviour (ASB) figures so that the Sub-Committee might know when to expect regular reporting of them.</p> <p><b>Update 10-04-18:</b> ASB Data that is available from Sept/ Oct 2017 has now been included in the Performance Report</p>	CoLP	<b>COMPLETE</b>

7.	<p><b>01/02/18</b> Item 10 - <i>HMICFRS Update</i></p> <p><b>Stop and Search</b></p>	<p>The Chairman requested that a note on what was being actioned with regards to improvements in Stop-and-Search be provided to Members.</p> <p><b>Update 10-04-18:</b> The AFIs identified were as follows:  1) the reason for searches (e.g. drugs) by ethnicity and age  2) the rate at which the item searched for is found, by ethnicity and age and  3) Individual officer/team data – totals, outcomes and find rate, by ethnicity and age.</p> <p>The Force accepted HMICs suggested enhancements but determined there were issues with the existing systems in producing this information. The current position is that it was anticipated that the introduction of Niche in October 2017 was expected to improve this situation and this area was explored with a view to establishing this reporting functionality by January 2018.</p> <p>A specialist was tasked to create the required business [...] objects reports but the resultant reports were not fit for purpose and confidence that the reports contained the correct data was low. The Force has engaged with Northamptonshire to utilise and adopt its reports – this has resulted in system issues being identified which have been resolved in part and others are actively being pursued. Other forces who use Niche are also being approached to identify which reports might be able to be adopted. This is being monitored as part of the HMICFRS update as previous.</p>	CoLP	<b>COMPLETE</b>
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8.	<p><b>30/11/17</b> Item 4 - <i>Outstanding References</i></p> <p><b>26/09/17</b> Item 5 - <i>Internal Audit Update Report</i></p> <p><b>IT Transformation Report</b></p>	<p>The Chamberlain explained that Audit &amp; Risk had just released a report on IT transformation developments. The Chamberlain suggested that this be circulated to Members.</p> <p>The Director of IT provided Members with a verbal update on the IT transformation programme at the November 2017 meeting.</p> <p>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.</p> <p><b>Update 08/12/17</b> – 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.</p> <p><b>Update: 18-04-18:</b> The Director of IT explained that the report cannot be presented due to refining requirements and the financial plan aimed to be completed by the end of April 18.</p>	Director of IT	<b>REPORT DUE APRIL 2018</b>
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9.	<p><b>30/11/17</b> Item 8 - <i>HR Monitoring Information</i> <i>1st April 2017 – 30th</i> <i>September 2017</i></p> <p><b>Report Template Discussion</b></p>	<p>The Chairman agreed that the omission of HR reports meant strategic insights were being missed.</p> <p>The Assistant Commissioner suggested that the CoLP and any interested Members sit down to develop an updated template for this report.</p> <p>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.</p> <p><b>Update 10-04-18:</b> TC's representatives met with the CoLP Head of HR on the 15 March and agreed a way forward for the HR Monitoring report to better reflect information and analysis required to give Members a more meaningful overview to enable them to discharge their scrutiny function.</p>	CoLP/ Members	<b>REPORT DUE JULY 2018</b>
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<b>Committee(s)</b>	<b>Dated:</b>
Performance and Resources Sub (Police) Committee	26 <sup>th</sup> April 2018
<b>Subject:</b> Internal Audit Update Report	<b>Public</b>
<b>Report of:</b> The Chamberlain	<b>For Information</b>
<b>Report author:</b> Pat Stothard, Head of Audit and Risk Management Jeremy Mullins, Audit Manager	

## Summary

The purpose of this report is to provide the Committee with an update on the work of Internal Audit that has been undertaken for the City of London Police (CoLP) since the last report in February 2018.

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 April 2018: 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.

Work is completed to a minimum of draft report stage 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. Five audits have been completed to draft report stage: Police Bank Accounts (Defendants Funds), Demand and Events Policing; and Business Continuity audit; and CoLP Freedom of Information requests.

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. Audit resources totalling 20 days has been carried forward to the 2018-19 internal audit plan.

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 were ten planned corporate audits for 2017-18, and nine of these have been fully completed to date. A corporate wide audit of Income Collection and Banking identified that all departments, including the City Police need to undertake work on identifying opportunities to reduce the amount of cash income collected and banked. Fieldwork for the remaining corporate wide audit is ongoing: Corporate Wide Contract Management (City Police Accommodation Programme).

1. At the November 2017 meeting Members requested a schedule of recommendations be included within the regular update reports. There are currently 26 “live” recommendations: there are 23 Implemented, but not yet evidenced by Internal Audit; two not yet due for implementation; and one where update on progress in implementation is required. The following table provides an analysis of recommendations by audit project. The evidence for the 23 implemented recommendations will be examined as part of a corporate wide recommendation follow-up exercise and will be reported to your committee at the next meeting.

## **Recommendation**

Members are asked to:

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

## **Main Report**

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

2. 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**

3. 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. Five audits have been completed to draft report stage: Police Bank Accounts (Defendants Funds), Demand and Events Policing; and Business Continuity audit; and CoLP Freedom of Information requests.



4. 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. Audit resources totalling 20 days has been carried forward to the 2018-19 internal audit plan. Details of these audits and progress against the 2017-18 Internal Audit Plan are contained in Appendix 2.

### **Corporate Wide Audits 2017-18**

5. 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, nine 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:
  - Emergency Planning
  - Use of Waivers
  - IR 35 - Use of Consultants and Specialists Regulations
  - Evaluation of sub £100K tenders
  - Procurement Consultation with Stakeholders
  - Corporate Wide Income Collection and Banking
  - Corporate Wide Expenditure – Expenses – Procurement Cards – Petty Cash
  - Corporate Wide Business Travel
  - Information Governance/GDPR.
6. The Corporate Wide Income Collection and Banking audit included a recommendation that all City departments, including the City Police should seek ways to reduce the amount of cash income collected. A corporate initiative has been recommended, but it will be up to each service area collecting income, in consultation with the Chamberlain's City Procurement Team, to determine whether cashless solutions, for example, payments by software applications, are feasible.
7. The remaining corporate wide audit of contract management is dedicated to the City Police Accommodation Programme. An audit of the City Police Projects Management, the outcome of which was reported to your committee in November 2017, identified that due to the cross-department nature of the Police Accommodation Programme, it was beneficial to undertake a corporate review of the management of this specific programme. Fieldwork is currently ongoing for this audit and it is anticipated that a full report will be made to your committee in Autumn 2018.

### **Internal Audit Plan 2018-19**

8. Eight full audits have been included within the plan with a total of 95 audit man days. This includes 20 days carried forward from the 2017-18 Internal Audit Plan. There eight audits included within the plan. Two audits are currently at planning stage: Police Performance Indicators; and Interpreters Fees. Details of these audits and progress to date are contained in Appendix 2.

## Schedule of Internal Audit Recommendations

9. 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 26 “live” recommendations: There are 23 Implemented, but not yet evidenced by Internal Audit; two not yet due for implementation; and one where update on progress in implementation is required. The following table provides an analysis of recommendations by audit project. The evidence for the 23 implemented recommendations will be examined as part of a corporate wide recommendation follow-up exercise and will be reported to your committee at the next meeting.

### Audit Recommendations Analysed by Audit Project

Audit	Status	Recommendations			
		Red	Amber	Green	Total
CoLP Budget Management 2016-17	Implementation – evidence required		3		3
	Not yet due for implementation		1	1	2
	Closed			1	1
Overpayment of Leavers 2016-17	Implementation – evidence required		1		1
	Not yet due for implementation				
	Closed		1		1
CoLP Programme Management 2017-18	Implementation – evidence required	1	6		7
	Not yet due for implementation				
	Closed	1	1		2
Police Seized Goods 2017-18	Implementation – evidence required	3	9		12
	Not yet due for implementation				
	Update Required		1		1
	Closed				
<b>Total</b>		<b>5</b>	<b>23</b>	<b>2</b>	<b>30</b>

## **Conclusions**

10. The 2016-17 Internal Audit plan is completed to a minimum of draft report stage.
11. The 2017-18 Internal Audit plan is completed to a minimum of draft report stage.
12. Work has begun on the 2018-19 Internal Audit plan.
13. There are currently 26 “live” recommendations: There are 23 Implemented, but not yet evidenced by Internal Audit; two not yet due for implementation; and one where update on progress in implementation is required.

## **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 Planned Work
- Appendix 4 – Schedule of “live” audit recommendations as at 31<sup>st</sup> March 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	22 <sup>nd</sup> September 2016 (Actual)	Completed  Green Assurance	0	1	5	6
<u>Budget Monitoring</u>  The City Police's monitoring processes for ensuring that the overall budget is managed during the year.	20	31 <sup>st</sup> October 2017 (Actual)	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	9 <sup>th</sup> November 2016 (Actual)	Completed  Amber Assurance	0	5	1	6
<u>Community Consultation</u>  The process for community consultation for input to the policing priorities will be reviewed.	5	22 <sup>nd</sup> August 2016 (Actual)	Completed  Amber Assurance	0	1	0	1

Full Reviews				Recommendations			
Project	Planned Days	Planned Completion Date	Current Stage	Total Red	Total Amber	Total Green	Total
<u>Grants Audit</u>  The Force's compliance with grant terms and conditions will be undertaken for certification purposes as and when requested.	5	31 <sup>st</sup> March 2017 (Actual)	Completed  Green Assurance	0	0	0	0
<u>Governance Framework and Performance Measures</u>  The Force's governance framework will be reviewed for effectiveness  A sample of reported measures will also be compared for accuracy to supporting documentation.	15	28 <sup>th</sup> April 2017 (Actual)	Completed  Green Assurance	0	0	2	1
<u>Income Streams and Generation</u>  The Force's approach to increasing sources of income and new streams will be examined.	20	31 <sup>st</sup> October 2017 (Actual)	Draft				
<u>Salary Overpayments</u>  This audit was requested by the Commissioner in order to determine why two former members of the Force's civilian staff were paid after leaving.	10	31 <sup>st</sup> October 2017 (Actual)	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	31 <sup>st</sup> 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	4 <sup>th</sup> April 2018 (Actual)	Draft Report				
<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	5 <sup>th</sup> April 2018 (Actual)	Draft Report				

Full Reviews				Recommendations			
Project	Planned Days	Planned Completion Date	Current Stage	Total Red	Total Amber	Total Green	Total
<u>Police Bank Accounts (Defendants' Funds)</u> An audit exercise to ascertain the adequacy of controls over the management of defendants' funds.	15	6 <sup>th</sup> April 2018 (Actual)	Draft Report				
<u>Police Seized Goods</u> An audit exercise to ascertain the adequacy of controls over the recording and secure storage of seized goods.	15	31 <sup>st</sup> October 2017 (Actual)	Completed Red Assurance	3	12	0	15
<u>Police Freedom of Information Requests</u> 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	9 <sup>th</sup> April 2018 (Actual)	Draft Report				
<u>IT Network Security</u> The audit will focus on the integrity of the IT network security arrangements.	10	---	Deleted				
<u>IT Technology Refresh Project</u> This audit will determine the adequacy of governance of the IT Refresh Project and consider adherence to timescales and the delivery of milestones.	10	---	Deferred				



## City Police - Schedule of Internal Audit Projects 2018-19

Full Reviews				Recommendations			
Project	Planned Days	Planned Completion Date	Current Stage	Total Red	Total Amber	Total Green	Total
<u>IT Technology Refresh Project</u> 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	30 <sup>th</sup> September 2018	Not started				
<u>Police Overtime</u> 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	30 <sup>th</sup> September 2018	Not started				
<u>Police Performance Indicators</u> 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 these indicators.	5	30 <sup>th</sup> June 2018	Planning				
<u>Interpreters Fees</u> A probity exercise comparing a sample of claims to guidance will be undertaken.	5	30 <sup>th</sup> June 2018	Planning				

Full Reviews				Recommendations			
Project	Planned Days	Planned Completion Date	Current Stage	Total Red	Total Amber	Total Green	Total
<u>Police Premises Expenditure</u> 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	31 <sup>st</sup> December 2018	Not started				
<u>Police Procurement Contract Management</u> The audit will examine the way in which the Force manages contracted service provision for a sample of contracts.	15	31 <sup>st</sup> December 2018	Not started				
<u>Police Officer's Expenses – Use of Procurement Cards – Petty Cash – Expenses Claims</u> 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	31 <sup>st</sup> March 2019	Not started				
<u>Police Front Offices (including income collection and banking)</u> 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	31 <sup>st</sup> March 2019	Not started				

## APPENDIX 2

### Schedule of “live” audit recommendations as at 31st March 2018

Audit	Recommendation	Management Responses	Action Required	Target Dates	Status
CoLP Budget Monitoring 2016-17	The CoLP Finance staff should be given appropriate access to enable them to upload budget profiles into Oracle R12. <b>Assurance Rating:</b> Amber	<b>Initial Response:</b> Giving CoLP the functionality to upload their own budgets and profiles would greatly speed up the process.  <b>CoLP Update:</b> To be able to progress the profiles requires information from the Corporation, and this was delayed due to the year-end process.	The Chamberlain's Financial Services Division to provide the CoLP with the facility to upload their own budgets and profiles.	<b>Original</b> 31 <sup>st</sup> March 2018  <b>Revised</b> 30 <sup>th</sup> September 2018	Not yet implemented
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. <b>Assurance Rating:</b> Green	<b>Initial Response:</b> This recommendation is agreed, a training plan is being established for Budget Holders to understand their responsibilities in profiling and forecasting.  <b>CoLP Update:</b> The procurement of Budget Holders training has been curtailed by the Corporation as part of a wider training initiative.	Following the implementation of CoLP ability to input budgets and profiles, budget holders can be provided with guidance notes on using these functions of CBIS General Ledger.	<b>Original</b> 31 <sup>st</sup> March 2018  <b>Revised</b> 30 <sup>th</sup> September 2018	
Audit	Recommendation	Management Responses	Action Required	Target	Status

				Dates	
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. <b>Assurance Rating:</b> Amber	<b>Initial Response:</b> Budget monitoring reports are provided on a monthly basis accompanied by monthly budget clinics, detailed quarterly reports are also provided.  <b>CoLP Update:</b> No change – CoLP monthly clinics ongoing.	Internal Audit to be provided with evidence of CoLP monthly clinics.		Evidence required from CoLP
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. <b>Assurance Rating:</b> Amber	<b>Initial Response:</b> The funded units allocate their expenditure accordingly to agreed subjectives 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.  <b>CoLP Update:</b> Finance Business Partners to monitor and take action.	Internal Audit will include an examination of budget estimate setting as part of the planned corporate wide audit of budget estimates setting.	<b>Original</b> 31 <sup>st</sup> March 2018  <b>Revised</b>	
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. <b>Assurance Rating:</b> Amber	<b>Initial Response:</b> This is being done.  <b>CoLP Update:</b> No change	CoLP Head of Human Resources to provide Internal Audit with information to demonstrate the Finance Team are being provided with details of Internal Transfers.		Evidence required from CoLP
<b>Audit</b>	<b>Recommendation</b>	<b>Management Responses</b>	<b>Action Required</b>	<b>Target</b>	<b>Status</b>

				Dates	
CoLP Budget Monitoring 2016-17	The Director of Finance should establish a programme of budget monitoring training for budget holders. <b>Assurance Rating:</b> Green	<b>Initial Response:</b> A programme of training was established for Budget Holders and a user request and specification issued to City Proc.  <b>CoLP Update:</b> City Proc and Finance have stopped the tender on the basis that a Corporation wide finance programme will be rolled out.	No further action required by CoLP. The Deputy Financial Services Director will update all Heads of Finance in due course.	N/a	Closed
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. <b>Assurance Rating:</b> Amber	<b>Initial Response:</b> Agreed and will liaise with the Head of Payroll.  <b>CoLP Update:</b> 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	None – the Head of Payroll has confirmed that this option is now available when required.	N/a	Closed
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.	<b>Initial Response:</b> Implemented on receiving the Draft Internal Audit Report  <b>CoLP Update:</b> This recommendation has been action with reports sent to a number of staff for oversight. It is therefore considered already complete.	CoLP Head of Human Resources to provide Internal Audit with details of payroll report distribution.		Evidence required from CoLP
<b>Audit</b>	<b>Recommendation</b>	<b>Management Responses</b>	<b>Action Required</b>	<b>Target</b>	<b>Status</b>

				Dates	
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. <b>Assurance Rating:</b> Amber	<b>Initial Response:</b> This will be covered in the TORs and PID at the outset for each Project or Programme and the Project/ Programme Manager, Project Executive & Project Board should ensure that the project roles and responsibilities are clearly defined at the outset and reviewed as part of the project governance and oversight.  <b>CoLP Update:</b> This approach is in the process of being reinforced amongst Change Portfolio staff.	CoLP to provide Internal Audit with information about how Change Portfolio staff are notified, and preparation of project plans monitored.	<b>Original</b> 31 <sup>st</sup> March 2018	Evidence required from CoLP
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. <b>Assurance Rating:</b> Red	<b>Initial Response:</b> At Force level, the CoLP Accommodation Board has defined TORs.  <b>CoLP Update:</b> At a Corporate level, the governance for the Police Accommodation Programme (PAP) has been reviewed and a new governance proposal is being drafted and a decision has recently been made at CoL to form a new Committee of elected Members and officers, the Capital Buildings Committee, for the purpose of overseeing the PAP and City Combined Court centre proposal. The TORs for this Committee will be considered at the April Court of Common Council. This is being managed by the Town Clerk's Dept.	No further action by CoLP	<b>Original</b> 30 <sup>th</sup> October 2018	Closed
<b>Audit</b>	<b>Recommendation</b>	<b>Management Responses</b>	<b>Action Required</b>	<b>Target</b>	<b>Status</b>

				Dates	
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. <b>Assurance Rating:</b> Red	<b>Initial Response:</b> This recommendation is accepted, and the Force is working on this as an area for improvement across all projects and programmes. It is accepted that anticipated business benefits should be defined at the outset of a project or programme as part of the initiation process and tracked through to realisation at the close of the project or programme.  <b>CoLP Update:</b> The CoLP Financial Services Director has engaged a firm of consultants to advise on the development of a process for the future identification, recording and tracking of benefits for all projects. It is currently expected that the work on developing this process will complete in April 2018 and will be implemented thereafter.	The CoLP Financial Services Director to provide details of outcome of the consultancy exercise.	30 <sup>th</sup> April 2018	Evidence required from CoLP
Programme Management 2017-18	All new programmes/projects should have to prepare a paper on the outcomes and benefits of programmes/projects. <b>Assurance Rating:</b> Red	See above	See above	See above	See above
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. <b>Assurance Rating:</b> Amber	<b>Initial Response:</b> Agreed.  <b>CoLP Update:</b> This is agreed, and the Force has implemented for all projects.	CoLP to provide Internal Audit with details of project budget monitoring.	<b>Original</b> 30 <sup>th</sup> October 2018	Evidence required from CoLP
<b>Audit</b>	<b>Recommendation</b>	<b>Management Responses</b>	<b>Action Required</b>	<b>Target</b>	<b>Status</b>

				Dates	
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. <b>Assurance Rating:</b> Amber	<b>Initial Response:</b> Agreed.  <b>CoLP Update:</b> This is agreed, and the Force has implemented for all projects.	CoLP to provide Internal Audit with details of project risk registers.	<b>Original</b> 30 <sup>th</sup> October 2018	Evidence required from CoLP
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. <b>Assurance Rating:</b> Amber	<b>Initial Response:</b> This is agreed, and the Force is currently working to implement the content of this recommendation.  <b>CoLP Update:</b> There is a change control process in place for the Police Accommodation Programme which the Force is rolling out to other projects. However, some projects are required to use the suppliers change control process and the process needs to work for all parties.	CoLP to provide Internal Audit with details of change control templates.	<b>Original</b> 31 <sup>st</sup> March 2018	Evidence required from CoLP



Audit	Recommendation	Management Responses	Action Required	Target Dates	Status
Programme Management 2017-18	<p>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.</p> <p><b>Assurance Rating:</b> Amber</p>	<p><b>Initial Response:</b> The Force accepts this recommendation and highlights that of the projects highlighted in the audit, the majority have now been formally closed and closure reports (GW7s) have been through relevant Committees.</p> <p><b>CoLP Update:</b> Head of CPO will ensure that GW7s are completed in a timely manner going forward and presented to the relevant Committees.</p>	CoLP to provide Internal Audit with details of GW7s reported to relevant committees since July 2017.	<b>Original</b> 31 <sup>st</sup> March 2018	Evidence required from CoLP
Programme Management 2017-18	<p>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.</p>	<p><b>Initial Response:</b> This recommendation is accepted.</p> <p><b>CoLP Update:</b> The CoLP has had initial discussions with Rohit Paul CoL CPO who has prepared an initial report to Members. Any changes to the Gateway process for police projects are yet to be finalised but with a view to changes being implemented from April 2018.</p>	No further action by CoLP. An on-going corporate audit of the Police Accommodation project will consider the changes made by the Town Clerk to the Gateway Process.	<b>Original</b> 31 <sup>st</sup> March 2018	Closed

	<b>Assurance Rating:</b> Amber				
<b>Audit</b>	<b>Recommendation</b>	<b>Management Responses</b>	<b>Action Required</b>	<b>Target Dates</b>	<b>Status</b>
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. <b>Assurance Rating:</b> Amber	<b>Initial Response:</b> This recommendation has been completed with the manual updated for the implementation of Niche.	CoLP to provide Internal Audit with a copy of the revised property procedure manual.		Evidence required from CoLP
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. <b>Assurance Rating:</b> Amber	<b>Initial Response:</b> 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	CoLP to provide Internal Audit with an update on the progress in adding this training to the induction programme.		Evidence required from CoLP
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. <b>Amber Rating:</b> Amber	<b>Initial Response:</b> This recommendation is accepted and will be actioned in line with others linked to communications.	CoLP to provide copy of the written communication sent to all officers and staff who use the property management system.	31 <sup>st</sup> March 2018	Evidence required from CoLP

Audit	Recommendation	Management Responses	Action Required	Target Dates	Status
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. <b>Assurance Rating: Red</b>	<b>Initial Response:</b> 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.	CoLP to update Internal Audit on the possibility of retrospectively adding records to Niche.	31 <sup>st</sup> March 2018	Evidence required from CoLP
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. <b>Assurance Rating: Red</b>	<b>Initial Response:</b> This recommendation is accepted and will be actioned in line with others linked to communications	CoLP to provide Internal Audit with details of the review of storage locations on PMS.	31 <sup>st</sup> March 2018	Evidence required from CoLP
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. <b>Assurance Rating: Amber</b>	<b>Initial Response:</b> This recommendation is accepted and will be actioned in line with others linked to communications.	CoLP to provide Internal Audit with a copy of the communication sent to officers and staff to accurately update the status of property on PMS.	31 <sup>st</sup> March 2018	Evidence required from CoLP

Audit	Recommendation	Management Responses	Action Required	Target Dates	Status
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. <b>Assurance Rating:</b> Amber	<b>Initial Response:</b> 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.	CoLP to provide Internal Audit with a copy of updated lists of safes included within the Corporation Insurance return.	31 <sup>st</sup> March 2018	Evidence required from CoLP
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. <b>Assurance Rating:</b> Red	<b>Initial Response:</b> This recommendation is accepted and will be actioned in line with others linked to communications.	CoLP to provide Internal Audit with a copy of the communication sent to officers and staff to accurately update the status of property on PMS.	31 <sup>st</sup> March 2018	Evidence required from CoLP
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.	<b>Initial Response:</b> 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.	CoLP to provide an update on the feasibility of implementing this recommendation.		Update required from CoLP

	Assurance Rating: Amber				
Audit	Recommendation	Management Responses	Action Required	Target Dates	Status
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. <b>Assurance Rating: Amber</b>	<b>Initial Response:</b> This is related to ECD POCA policy, the recommendation will be forwarded to ECD to review and update their document accordingly.	CoLP to provide an update on the revision of the ECD POCA policy.	31 <sup>st</sup> March 2018	CoLP to provide evidence.
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. <b>Assurance Rating: Amber</b>	<b>Initial Response:</b> This is related to ECD POCA policy, the recommendation will be forwarded to ECD to review and update their document accordingly.	CoLP to provide an update on the revision of the ECD POCA policy.	31 <sup>st</sup> March 2018	CoLP to provide evidence.
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. <b>Assurance Rating: Amber</b>	<b>Initial Response:</b> This process exists, the Force will monitor compliance to ensure the correct steps are undertaken.	CoLP to provide a sample of signed disposals receipts and/or recorded notes on PMS.	31 <sup>st</sup> March 2018	CoLP to provide evidence.
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.	<b>Initial Response:</b> Implementing spot checks will ensure the process detailed in the recommendation is completed.	CoLP to provide details of recent spot check exercises.	31 <sup>st</sup> March 2018	CoLP to provide evidence

		Assurance Rating: Amber				
ANALYSIS OF RECOMMENDATION						
Audit	Status	Recommendations				
		Red	Amber	Green	Total	
CoLP Budget Management 2016-17	Implemented – evidence required from CoLP		3		3	
	Not yet due for implementation		1	1	2	
	Closed			1	1	
Total			4	2	6	
Overpayment of Leavers 2016-17	Implemented – evidence required from CoLP		1		1	
	Not yet due for implementation					
	Closed		1		1	
Total			2		2	
CoLP Programme Management 2017-18	Implemented – evidence required from CoLP	1	6		7	
	Not yet due for implementation					
	Closed	1	1		2	
Total		2	7		9	
Police Seized Goods 2017-18	Implemented – evidence required from CoLP	3	9		12	
	Not yet due for implementation					
	Update Required		1		1	
	Closed					
Total		3	10		13	
	Implemented – evidence required from CoLP	4	19		24	
	Not yet due for		1	2	3	

	implementation				
	Closed	1	2	1	2
	Update Required		2		1
<b>Total</b>		<b>5</b>	<b>23</b>	<b>2</b>	<b>30</b>

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# Agenda Item 6

<b>Committee(s):</b> Police Performance and Resource Management Sub-Committee	<b>Date:</b> 26 <sup>th</sup> April 2018
<b>Subject:</b> 4 <sup>th</sup> Quarter Performance against measures set out in the Policing Plan 2017-20	<b>Public</b>
<b>Report of:</b> Commissioner of Police Pol 33-18	<b>For Information</b>
<b>Report author:</b> Stuart Phoenix, Head of Strategic Development	

## Summary

This report summarises performance against the measures in the Policing Plan 2017-20 for the period 1<sup>st</sup> April 2017 to 31<sup>st</sup> March 2018.

MEASURE	CURRENT ASSESSMENT	3 <sup>rd</sup> QUARTER ASSESSMENT	2 <sup>nd</sup> QUARTER ASSESSMENT	1 <sup>st</sup> QUARTER ASSESSMENT	TREND
<b>Measure 1:</b> The number of crimes committed in the City	CLOSE MONITORING	CLOSE MONITORING	CLOSE MONITORING	CLOSE MONITORING	➔
<b>Measure 2:</b> The capability and impact the Force is having against countering Terrorist Activity.	SATISFACTORY	SATISFACTORY	CLOSE MONITORING	CLOSE MONITORING	➔
<b>Measure 3:</b> The capability and impact the Force is having against countering Cyber Attacks.	SATISFACTORY	SATISFACTORY	SATISFACTORY	SATISFACTORY	➔
<b>Measure 4:</b> The capability and impact the Force is having against countering Fraud.	SATISFACTORY	SATISFACTORY	SATISFACTORY	SATISFACTORY	➔
<b>Measure 5:</b> The capability and impact the Force is having in safeguarding and protecting Vulnerable People.	CLOSE MONITORING	CLOSE MONITORING	CLOSE MONITORING	CLOSE MONITORING	➔
<b>Measure 6:</b> The capability and impact the Force is having against countering Violent Crime.	CLOSE MONITORING	SATISFACTORY	SATISFACTORY	CLOSE MONITORING	⬇
<b>Measure 7:</b> The capability and impact the Force is having in policing City Roads.	CLOSE MONITORING	CLOSE MONITORING	CLOSE MONITORING	CLOSE MONITORING	➔
<b>Measure 8:</b> The capability and impact the Force is having providing Protective Security to the City and responding to Public Order.	CLOSE MONITORING	REQUIRES ACTION	REQUIRES ACTION	CLOSE MONITORING	⬆
<b>Measure 9:</b> The capability and impact the Force is having against countering Acquisitive Crime.	CLOSE MONITORING	CLOSE MONITORING	CLOSE MONITORING	CLOSE MONITORING	➔
<b>Measure 10:</b> The level of satisfaction of victims of crime with the service provided by the city of London police.	QTR 4 results not yet received	CLOSE MONITORING	CLOSE MONITORING	CLOSE MONITORING	➔
<b>Measure 11:</b> The percentage of people surveyed who believe the police in the City of London are doing a good or excellent job.	REPORTED ANNUALLY	REQUIRES ACTION	REPORTED ANNUALLY	REPORTED ANNUALLY	NA

## **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 4<sup>th</sup> quarter 2017-18 for the financial year (1<sup>st</sup> April 2017 – 31<sup>st</sup> March 2018). All relevant performance information is contained within Appendix 'A'. Members are asked to note that due to the timing of the deadline for this Sub Committee, data for some measures is only available to the end of February 2018; where this is the case it is clearly stated.
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 of this covering report.
4. The Force intended to include national comparison statistics for the main crime types, including violent and acquisitive crime but at the time of submission iQuanta<sup>1</sup> was unfortunately inaccessible. Members will be provided with these at the meeting.

### **Current Position**

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

5. A comparison with the same period in 2016-17 shows that between 1<sup>st</sup> April and 31<sup>st</sup> March 2018. 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 rose by 0.5% (2 crimes)
  - Violence without injury increased from 350 crimes last year to 410 this reporting year, an increase of 17%
  - Crimes against society, which includes drug offences has reduced by 7.1% at the end of March 2018, recording 512 crimes compared to 551 crimes for the same period last year.

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<sup>1</sup> **iQuanta** is a web-based service provided by the HO to operational staff in police forces, Community Safety Partnerships (CSPs) and HMIC.

- At the end of March 2018, total notifiable crime had increased by 8.18% (5901 crimes compared to 5455 crimes the previous year).
6. There are also a number of 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.
  7. Vulnerability (which was 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; we have recorded 33 suicide attempts and 1 suicide for this reporting period.
  8. In addition to those items reported in previous quarterly reports to your Sub Committee, notable Force achievements and activities during the 4<sup>th</sup> quarter 2017/18 include the following:
    - A review of the Christmas campaign highlighted that over 5000 members of the public were given important crime prevention advice at mobile police stations; 28 ambulances were stood down due to the actions of CoLP and LAS cycle responders; and Project Servator teams policed several high profile events in the City over the festive period.
    - Working in partnership with the Metropolitan Police on two ongoing operations (Sceptre and Gondola) targeting knife crime and moped-enabled violent crime, which has resulted in several arrests.
    - The Force launched a secure online service that allows victims to 'track' the progress with their reported crimes.
    - A man was sentenced to 32 months imprisonment following a guilty plea to possession with intent to supply drugs and unlawful possession of a firearm.
    - The Financial Investigation Unit, working with the London Regional Asset Confiscation and Enforcement (ACE) Team, confiscated a fraudster's £2.8m home. This was also referenced in the Commissioner's update at your March Police Committee.
    - The Force, National Fraud Intelligence Bureau and Action Fraud, took part in a large scale Home Office exercise to the ability of UK policing and wider law enforcement to prioritise and coordinate reports of large scale cyber-crime.

## **Performance against measures**

9. There are 11 measures reflected within the Force Plan for 2017/18 reviewing overall crime, the Force Control Strategy priorities, victim satisfaction and public survey around the perception of police within the City.

10. **Measure 1** – This tracks the overall crime picture for the City as information for your Sub Committee. For this period this measure has been assessed as Close Monitoring reflecting the 8.1% increase in recorded crime.
11. 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.
12. Each area of the Control Strategy has an assigned 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.
13. The reports made to TT&CG are combined with the statistics produced for each area to give the information contained within Appendix A to inform Members of the Force's current position. Measures that are not reported as Satisfactory are summarised below for ease of reference.
14. **Measure 5** – Vulnerable Persons. 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. The Force is continuing to experience issues with the NICHE crime reporting tool for domestic abuse crimes and incidents. It is being addressed as a priority, however, it means unfortunately that it has not been possible to include data in this report relating to those areas.
15. **Measure 6** – Victim Based Violent Crime. This measure was assessed as Close Monitoring due to the increases over the last quarter. There remain a number of targeted activities to address this area of criminality. At the time this report was prepared, iQuanta data (the database that holds national crime statistics) was not working, therefore it has not been possible to include national comparisons with Force percentage increases. If possible, this information will be provided for Members at the Sub Committee. Other open source data is currently only available to October 2017 and is therefore of limited use as a comparison.
16. **Measure 7** – Roads Policing. This was assessed as Close Monitoring at TT&CG due to the pressures on the numbers of officers with specialist skill sets required for this area of policing. While the Force is undertaking and delivering a lot of operations in this area, this has been flagged as an issue as longer term replacement of skilled officers may impact on the ability of the Force to meet demand in this area if this continues. This will be addressed through the Force's Workforce Plan.
17. **Measure 8** – Public Order and Protective Security. This was assessed as Close Monitoring for the same reason as Roads Policing above, that is to say it is not a

comment on the Force's ability to fulfil its public order/protective security obligations, but is an acknowledgement that longer term the continued pressure on capability with lack of Level 2 trained officers could impact this area adversely. The Force has a recruitment and training plan in place to address the current situation. There data in the report relating to the number of events is incomplete. This is due to resourcing a number of large scale deployments (e.g. CHOGM), however, the Force will endeavour to provide Members with this information at the Sub Committee.

18. **Measure 9** – Acquisitive crime. This was assessed as Close Monitoring at TT&CG reflecting the 6.6% increase recorded at the end of March 2018. As with victim based violent crime, owing to the inaccessibility of iQuanta at the time of submission, it has not been possible to include national data in this report, however, the Force will endeavour to provide this for Members' information at the Sub Committee.
19. **Measure 10** – The third quarter survey results show the Force at 80.2% overall satisfaction for the combined first 3 quarters of the financial year. This is below 85% and results in the assessment criteria of Close Monitoring. At the time of report submission the results for quarter 4 were not available. A number of recommendations have been made to impact positively on this result. The Force has also now launched a 'track my crime' facility, which should assist to improve performance in this area.
20. **Measure 11** – This measure is an annual measure and has already been reported to your Sub Committee. This year's survey will not take place until October 2018.

## **Background Papers:**

### ▪ **Appendix 'A' Performance Summary**

#### **Contact:**

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through integrity, professionalism and fairness

## **POLICING PLAN PERFORMANCE 2017/18**

### **MEASURE SUMMARY**

<b>MEASURE</b>	<b>CURRENT ASSESSMENT</b>	<b>3<sup>rd</sup> QUARTER ASSESSMENT</b>	<b>2<sup>nd</sup> QUARTER ASSESSMENT</b>	<b>1<sup>st</sup> QUARTER ASSESSMENT</b>	<b>TREND</b>
<b>Measure 1:</b> The number of crimes committed in the City	CLOSE MONITORING	CLOSE MONITORING	CLOSE MONITORING	CLOSE MONITORING	➡
<b>Measure 2:</b> The capability and impact the Force is having against countering Terrorist Activity.	SATISFACTORY	SATISFACTORY	CLOSE MONITORING	CLOSE MONITORING	➡
<b>Measure 3:</b> The capability and impact the Force is having against countering Cyber Attacks.	SATISFACTORY	SATISFACTORY	SATISFACTORY	SATISFACTORY	➡
<b>Measure 4:</b> The capability and impact the Force is having against countering Fraud.	SATISFACTORY	SATISFACTORY	SATISFACTORY	SATISFACTORY	➡
<b>Measure 5:</b> The capability and impact the Force is having in safeguarding and protecting Vulnerable People.	CLOSE MONITORING	CLOSE MONITORING	CLOSE MONITORING	CLOSE MONITORING	➡
<b>Measure 6:</b> The capability and impact the Force is having against countering Violent Crime.	CLOSE MONITORING	SATISFACTORY	SATISFACTORY	CLOSE MONITORING	⬇
<b>Measure 7:</b> The capability and impact the Force is having in policing City Roads.	CLOSE MONITORING	CLOSE MONITORING	CLOSE MONITORING	CLOSE MONITORING	➡
<b>Measure 8:</b> The capability and impact the Force is having providing Protective Security to the City and responding to Public Order.	CLOSE MONITORING	REQUIRES ACTION	REQUIRES ACTION	CLOSE MONITORING	⬆
<b>Measure 9:</b> The capability and impact the Force is having against countering Acquisitive Crime.	CLOSE MONITORING	CLOSE MONITORING	CLOSE MONITORING	CLOSE MONITORING	➡
<b>Measure 10:</b> The level of satisfaction of victims of crime with the service provided by the city of London police.	Qtr 4 results not yet received	CLOSE MONITORING	CLOSE MONITORING	CLOSE MONITORING	➡
<b>Measure 11:</b> The percentage of people surveyed who believe the	REPORTED ANNUALLY	REQUIRES ACTION	REPORTED ANNUALLY	REPORTED ANNUALLY	NA

police in the City of London are doing a good or excellent job.					
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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 to due incremental increases in offences.																																																																																																																																										
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<p>The small increase in offences from February to March is common with previous years reporting figures. The figures remain steady due to less events occurring in the City and extreme weather conditions resulting in fewer commuters during March. The Night Time Economy (NTE) continues to be the primary source of violent crimes in the Force, involving parties intoxicated by alcohol or other substances.</p> <p>These figures mirror the period from February to March 2017. The increase compared to last year can be attributed in part to more accurate crime recording (as seen in the comparison between March'17 and March '18).</p> <p><b>Robbery</b> Offences appear to be opportunistic rather than targeted attacks. Robberies continue to be low level and committed by unknown suspects, with minor to no injury to the victims. No incidents involved serious injury or hospitalisation. Offences are spread across the week with none occurring on Saturday or Sunday. Majority occurred during NTE.</p> <p><b>Theft from Motor Vehicle (covered within Vehicle Offences)</b></p>																																																																																																																																											

There was a reduction in theft of motor vehicles during March. Typically, vehicle crime is expected to rise in the earlier part of the year as per seasonality predictions.

#### **Moped enabled phone snatches**

In March 2018, a total of 14 offences were committed.

18 snatch offences occurred in February (-4) | March 2017 (18) compared to March 2018 (14).

Offences have gradually been reducing since January, potentially due to OP GONDOLA. Offenders may have been affected by the Policing presence in hot spot areas, as they changed their tactics (offending at different days and times). Currently, **Mondays and Thursdays from 2200hrs** are peak offending days and times. A small rise in pedal cycle enabled snatches has been observed.

#### **Burglaries**

In March 2018, a total of 39 burglaries were committed.

17 burglaries occurred in February (+22) | March 2017 (18) compared to March 2018 (39)

A vast majority of March burglaries occurred at commercial offices. Offenders are targeting one multi-occupancy building and committing burglaries with in offices inside. A recurring MO involves offenders forcing (pulling/kicking) **MAGNETIC DOORS** on commercial offices. 3 prolific offenders have been identified and arrested. These offenders contributed to a vast majority of the March burglaries, they are all drugs dependent & No Fixed Address.

#### **Day Time Economy (DTE) Key Themes**

266 offences occurred during the hours of 07:00-20:00 in 2017.

42 offences occurred in DTE in March (45 in February).

**Hotspots** around Bishopsgate, Gracechurch Street area, Cheapside and bottom of Queen Victoria Street.

Offences spread across the working week with peaks at 1400-1800.

#### **Night Time Economy (NTE) Key Themes**

317 offences occurred during the hours of 20:00-07:00 in 2017.

61 offences occurred in NTE in March (43 in February).

**Hotspots** around Bishopsgate and Watling Street.

Peak offence times on Friday between 2300-0100 on Fri, Sat & Sun.

#### **Patrol Strategy Impact**

Police generated crime has decreased this month for the first time across the implementation of the control strategy. Crime which has been discovered by Police has increased, whilst Police initiated reports and incidents reported to officers on patrol have decreased. Police generated crimes have still increased since the implementation of the Patrol Strategy, despite the decrease of 13.09% over the past month.

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 continues to monitor 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	117	85	90
Percentage consider Force capable	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Number Argus Attendees	48	21	93	76	0	95	70	75	100	100	25	107
Percentage consider Force capable	100%	100%	100%	100%	N/A	100%	100%	100%	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	11	11	6
Trend	-	↑	↑	↓	↓	↑	↑	↓	↓	↑	➡	↓
Year to Date Rolling Total	26	66	116	142	163	189	223	243	251	262	273	279
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	11	5	3
Trend	↓	↑	↑	↓	↓	↑	➡	↓	↓	➡	↓	↓
ANALYSIS												
The threat level remains at nationally at <b>Severe</b> .												
January, February and March Op Lightning reporting lower than the previous year.												
During January 2018 a total of 11 Op Lightning reports had been submitted to CoLP Special Branch. This figure was consistent with the level of reporting the previous month. Half of January’s reports had been submitted by Griffin trained security personnel and three had been submitted by members of the public.												
During February 2018 a total of 6 Op Lightning reports had been submitted to CoLP SB (however one of these was an historic incident dating back to July 2017). This figure was lower than the previous month and is just under the average level of reporting for February over the last 5 years (x 8 reports). All but one of February’s reports had been submitted by members of the public, with one originating from a Griffin trained security guard.												
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
<p>Over the quarter a number of activities have taken place covering Prevent, Protect, Pursue and Prepare.</p> <p>As part of its engagement work, the Prevent team has undertaken a number of activities such as working collaboratively with the Corporation on PREVENT at various locations in the City, (hospitals, library, businesses, One New Change, university and school) which were well received by the public and future locations have been identified. More awareness days at different business in the city/faith locations and hospitals are being planned.</p> <p>The Prevent Team delivered a wrap presentation to the Induction day for new starters in the police/corporation. Good feedback was received and future dates are booked for training. The team will also be delivering Prevent awareness session to the Faith Sector via The City of London Dean.</p> <p>The team have enhanced links with the voluntary sector including SAFE (Tell Mama), in West London who work to support families affected by extremism. At the Force's request they produced literature in Bengali, Urdu and Arabic for dissemination to relevant City of London communities.</p> <p>As a result of the concern caused by the criminal 'Punish a Muslim' letters, the Force circulated the CoLP SKYLINE community newsletter together with basic advice on initiating and reporting safeguarding actions to Education and Corporation Prevent leads.</p> <p>The Counter Terrorism Security Advisor (CTSA) team have delivered a number of presentations including:</p> <ul style="list-style-type: none"> <li>• COL staff CT sessions.</li> <li>• City of London resilience forum (Corporation of London).</li> <li>• Project Argus to Exchange House Exchange square</li> <li>• Project Griffin to HMRC staff</li> <li>• Bank junction survey work</li> <li>• CT advice to British telecom</li> <li>• SECCO assistance re 'London Bridge'.</li> <li>• CT advice to Bevis Marks Synagogue</li> <li>• CT Lunch &amp; learn session at Gym Box</li> <li>• Southwark Bridge urban realm work with COL.</li> <li>• CT lunch and learn session at Royal Bank of Canada.</li> <li>• Commonwealth heads of state event meetings/planning</li> </ul> <p>Other work undertaken by the CTSA team included developing Lockdown guidance procedure with facilities management, control and front offices.</p> <p>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.</p>

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	8	8	10	129
Change (Month)	-1	-2	0	0	+6	+1	+1	+1	+3	0	-1	+10	
Trend	↓	↓	➡	➡	↑	↑	↑	↑	↑	➡	↓	↑	
ANALYSIS													
<p>Cyber dependant crimes reported by victims within the City for the quarter stood at 26.</p> <p>Seasonality analysis indicates that reports will increase in April 2018 but figures will continue to be low. There is also an increase in offences of 29.5% from March 2017 to March 2018.</p> <p>100% of NFIB Cyber referrals will have a victim meeting completed.</p> <p>Additionally Op Terminus are providing details of victims that at the time of our visit it is unknown to them they are victims.</p>													
ACTIVITY													
<p>Currently there are 21 live investigations related to a number of operations looking at Corporate Espionage, Bitcoin Investigation and PBX Fraud, which involves liaison with international service providers.</p> <p>The Force has partnered with Bristol University to run an incident response exercise to be delivered to the City's business community.</p> <p>The Force is now considered at operational level as a ROCU (Regional Organised Crime Unit) due to challenges posed in London.</p> <p>Work continues to develop a Cyber Prevent Intervention Partnership Panel. Based on the same principle as 'Channel' in the CT environment, the Panel objectives are to divert people away from a path of cyber-crime as early as possible. Cyber Prevent intervention is available to subjects whose behaviour has not yet met a criminal threshold and those who have. Any Cyber Prevent engagement can be delivered alongside prosecution and as part of rehabilitation where agreed by a court and the National Offender Management Service.</p> <p>As part of Op Terminus, 23 Premises were visited in relation to potential vulnerabilities having been found in their systems. One company confirmed they were attacked, which was subsequently reported through Action Fraud.</p> <p>Online awareness work over the quarter by the Force have included the Get Safe Online training event for communities which was held on the 25th of January at Bloomberg's, and a presentation to the Cadets in partnership with Communities on the dangers online (target hardening).</p>													

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 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	47	43	51	548
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	1	1	3	
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	£6,380	£3,000	£20,684	
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	0	1	0	
Value of cash forfeiture orders POCA	£7,530	£0.00	£3,750	£12,000	£0	£284,554	£1,100	£0.00	£0,00	£0	£3,754	£0	
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	5	3	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	£637,188	£1,884,845	769,423	
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	£330,804	£1,643,191	330,993	
Number of victims receiving compensation	1	0	0	1	0	1	0	2	160	2	1	2	
Value of victim compensation	£23,000	£0.00	£0.00	£24,359	£0	£282,514	£0	£700	£68,366.30	£147,910	£40,966	470,829	
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	5,788							
Cumulative number of judicial outcomes	306	771	775	804	805	825							
Cumulative number of non-judicial outcomes	124	366	381	431	432	778							
Outcome rate	9.88%	20.95%	20.83%	21.89%	21.71%	27.68%							

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%	74%
Number of respondents satisfied	166	187	209	224	234	293	305	331	369	377	384	439
Number of valid responses	244	269	295	316	326	406	426	463	511	519	526	592
SUPPORTING INFORMATION - THE PERCENTAGE OF VICTIMS SATISFIED WITH THE INITIAL SERVICE PROVIDED BY ECD OFFICERS												
Cumulative responses	2015/16				2016/17				2017/18			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Percentage of respondents satisfied	76%	76%	75%	75%	75%	76%	76%	75%	74%	75%	75%	77%
Number of respondents satisfied	186	205	223	238	247	310	324	348	385	393	399	453
Number of valid responses	245	270	297	319	329	409	429	466	517	525	532	586
ANALYSIS												
<p>There are currently <b>107</b> confiscation investigations and <b>134</b> enforcement investigations. The Asset Recovery Team are also reviewing <b>285</b> historic enforcement investigations for POCA opportunities.</p> <p>Since April 2013, <b>5,788</b> City of London crimes have been disseminated to the Fraud Teams for investigation. <b>1,602</b> investigative outcomes have subsequently been reported by the Fraud Teams. This gives a cumulative outcome rate of <b>27.68%</b> of disseminated crimes resulting in an outcome, which is a rise compared to the outcome rate of <b>21.71%</b> reported in December 2017. During the latest quarter (Jan-Mar 18) there were <b>91</b> disseminations to COLP and <b>365</b> reported outcomes (<b>20</b> judicial and <b>345</b> non-judicial).</p> <p>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 £600k.</p> <p>Cumulatively, since the survey's inception in 2014, <b>74% (439/592)</b> of victims have stated that they are satisfied with the service that was provided by ECD officers throughout their investigation. This is consistent with the cumulative level of satisfaction reported last quarter. Satisfaction has steadily increased over the last three years.</p> <p>Satisfaction regarding the initial service provided by ECD officers has also continued to rise in the last quarter. However, satisfaction regarding the outcome of investigations tends to fluctuate based on whether the victim receives a positive outcome.</p>												
ACTIVITY												
<p>The <b>Fraud Hub</b> received 17 referrals from NFIB for enforcement. 2 were accepted for investigation, 1 is being reviewed due to new evidence and 14 are under assessment with the Fraud Hub.</p> <p>The Force also accepted 51 Letters of Request and the Hub's Victim Unit is currently supporting officers with 9 jobs that between them have just over 2,990 victims.</p> <p><b>Economic Crime Academy</b></p> <p>For the year to date the Economic Crime Academy has delivered <b>96</b> courses attended by <b>1,201</b> delegates. Of the external delegates, <b>301</b> were from police forces, <b>513</b> from the public and charity sectors, and <b>229</b> from <b>22</b> private sector organisations. <b>99% (779/768)</b> of delegates have registered satisfaction with the courses. This is the same percentage as the previous year to date.</p>												

**Op Broadway:** This operation is a multi-agency partnership led by the Force to target criminals committing fraud within the City.

The Force investigators continue to receive bespoke Fraud training from the Academy. The specialist Fraud Advanced Disclosure program pilot has been successful and as a result the course is being taking to all fraud teams and Financial Investigation Unit. Senior managers attended the course on 6<sup>th</sup> March 2018.

The Lloyds of London working group is due to commence, forming part of a marine insurance industry group working to update working practices 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 has been frustrated by elaborate contractual and legal processes. Terms of Reference have been drafted and were received for the first quarter.



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. This quarter saw a reduction in the number of referrals via 136 forms compared to the previous quarter. However, 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 MENTAL 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	11	5	10	
Trend	-	➡	⬇	➡	➡	⬆	⬆	⬇	⬆	⬇	⬇	⬆	
Number of Referrals	20	20	11	11	11	12	15	14	15	11	5	10	
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	TBC	TBC	TBC	
Trend	-	⬆	⬆	⬇	⬆	⬆	-	-	-	-	-	-	
Number of Domestic Abuse Incidents	11	4	6	6	10	12	TBC	TBC	TBC	TBC	TBC	TBC	
Trend	-	⬇	⬆	➡	⬆	⬆	-	-	-				
NUMBER OF CHILD COMING 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	N/A	N/A	N/A	N/A	N/A	N/A	
ANALYSIS													
<p>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 transcrimes, 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.</p>													
<p>The 377 (CAN/CCN) system no longer exists. This has been replaced by the Public Protection Notification (PPN) on Niche.</p>													
<p>The Force maintains a vulnerability dashboard which monitors 18 aspects of this area comparing activity to the previous year.</p>													
<p>The figures included in brackets are for the corresponding month in 2017. The introduction of NICHE has resulted in difficulties in collating some figures so complete accuracy cannot be guaranteed in all areas, and changes in thresholds or the way in which incidents are recorded has meant that it is difficult in some areas to obtain matching data for a reliable comparison.</p>													
<p>The comparisons of some key areas are as follows:</p>													
<p><b>Child Protection:</b> There were 25 ‘Child At Risk PPNs’ logged compared to 12 vulnerable child 377 reports the previous year.</p>													
<p><b>Child Sexual Exploitation:</b> 2 City occurrences flagged as ‘CSA -With Sexual Exploitation or ‘CSA –Without Sexual Exploitation’ compared to 3 CSE-related PPU non-crime enquiries the previous year.</p>													
<p><b>Mental Health:</b> 36 occurrences flagged as ‘Mental Health’ (24 mental health intels). 21 occurrences of ‘Safeguarding –Adult / Child’ associated with mental health.</p>													
<p><b>Missing Persons:</b> There were 15 reported occurrences in March compared to 6 in March 2017. 1 occurrence involved a child under 18 years (0) and intel report around a missing person (5).</p>													

**Adults at Risk:** There were 29 safeguarding reports created in March which is down from the 37 vulnerable adult 377 reports in March 2017.

**Rape & Sexual Offences:** There were 14 occurrences in March compared 3 the previous year.

**Rough Sleepers:** There were 14 intelligence reports marked as 'ASB –begging/vagrancy' compared to 34 rough sleeping intels reports the previous year.

#### ACTIVITY

The Force participates in regular Pan London Offender Management/Sex Offender management meetings set up with MPS and BTP to consider cross agency working and information sharing to better prevent known offenders from re-offending.

The Force secured its first Domestic Violence Protection Notice for a domestic abuse case where victim did not support a prosecution and there was insufficient evidence to charge. Officers then secured the Domestic Violence Prevention Order at court. Following this first order, the associated policy procedure will be reviewed prior to training for officers.

In support of the National Crime Agency's Operation Aidant intensification week, we released media safeguarding messages and post the intensification week a media update about us tackling modern slavery as part of the intensification week

Charge and remand secured for victimless prosecution for a violent Domestic Actual Bodily Harm due to excellent CCTV, statements and scene evidence.

A suspect was charged for revealing the identity of a complainant of a sexual offence after harassing his daughter and revealing her details on social media.

The Force is working to demonstrate the prevention of any misuse of personal data pertaining to vulnerable persons/that any misuse would be detected

The Force met with the Corporation in January to discuss rough sleeping, ensuring a joint approach with the Corporation via Streetlink and Outreach. This has been actioned via CoLP control triaging calls and redirecting callers where necessary to the relevant department where a police response is not always required.

#### Suicide Overview

January – 14 attempts and 1 suicide

February – 8 attempts and 0 suicides

March – 11 attempts and 0 suicides

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.

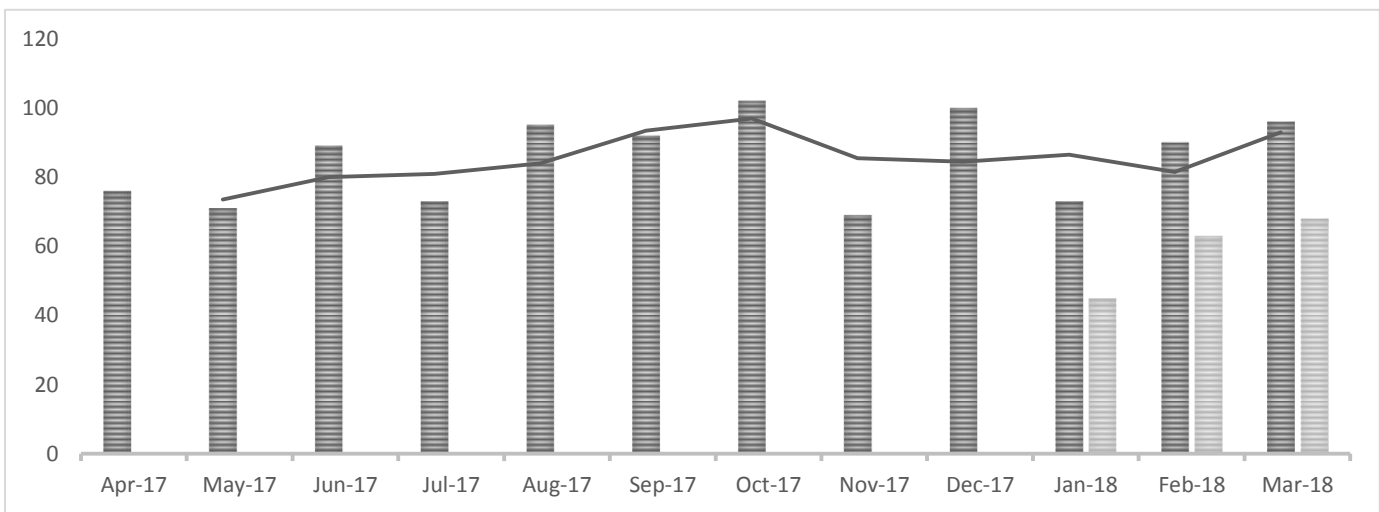
Year to date, 65% incidents have occurred at bridges and often locations include at the street, self-presentation at police stations and church/ hotel/shop. 10/29 individuals had come to notice before (either during this period or before). Work is carried out around each and plans are formulated to deal with the most prolific repeat victims and to ensure vulnerability is being addressed.

Joint suicide prevention plan with the Corporation is ongoing. Meeting held with the Corporation lead to discuss progress.

The OLLIE FOUNDATION have agreed to fund a pilot session of up to 50 young people in Suicide Intervention. Initial session to be hosted at Wood Street on Tuesday 22nd May. The session will be called 'SuicideTALK' and will focus on inviting participants to become more aware of suicide prevention opportunities in their community.

Street Pastors being deployed weekly, linked with UPD Duty Inspector – Pastors have been deployed to London Bridge for specific deterring of suicide attempt and Bishopsgate Corridor in line with the Patrol Strategy.

Measure 6	Victim Based Violent Crime				Assessment			CLOSE MONITORING						
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 Close monitoring due to the current in-year increases in this crime type.													
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	73	90	72	117	48	65	71	922	⬆️
2017-18 (Month)	76	71	89	71	94	90	100	67	96	95	92	112	1053	⬆️



#### ANALYSIS

At the end of the quarter, the Force had recorded 131 more offences of violent compared to the end of March 2017 (12.4% increase).

**Last year** there was an 8% increase in offences reported between February 2017 to March 2017 (63 offences vs 68 offences respectively). **There is an increase of 28 offences (41.2%) reported between March 2017 and March 2018.**

#### Violence with Injury

**27** incidents in March 2017 compared to **34** incidents in March 2018. Offences occurring throughout the week, with peak days being Saturday and peak times between 2100-0100, in line with the NTE.

#### Violence without Injury

**39** incidents in March 2017 compared to **58** incidents in March 2018. Harassment offences continue to be domestic related and be low impact on the victim. Offences more evenly spread across the week and time of day, with the expected, peak at 2300-0100. Offences are linked to Road Rage, removal from licensed premises, spitting and minor physical assaults. One was racially motivated.

#### Sexual Assaults

**2** incidents in March 2017 compared to **4** incidents in March 2018

4 sexual offences including 1 rape by known suspect at the Hilton Hotel and 1 attempted rape by cab driver. The two assaults were low level sexual assaults linked to NTE—one of the suspects was a colleague.

3 incidents were on Friday and one on a Thursday. All offences occurred during NTE.

**Summary**

The main criminality continues to be minor-no injury assaults linked to NTE. Assaults remain low level but we are seeing a pattern of assaults against staff such as door staff, taxi drivers and bar/retail staff. There are increased offences against members of staff during NTE (13.3%) in comparison to DTE (10.4%). 9 offences were linked to acquisitive crime, with 6 victims being staff.

**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.

Licensing to encourage more premises to use body worn video to reduce the number of violence without injury offences. It is currently used in a limited amount of venues.

Communities have been carrying out pop-up surgeries at the crime hot spots and these continue and updated are put on Twitter.

Acid attacks growing in frequency. National advice circulated to teams. Treatment boxes have been created and all vehicles carry them. Guidance regarding actions with regard to Acid attacks and CBRN circulated to front line officers.

Licensing team have undertaken an audit of all personnel connected with firearms and explosives licence and will entail PNC/PND checks of some sixty individuals.

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	0	12	47	59
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	97	354					
Speeding in the 20mph zone	TOR	180	37	71	59	347	54	10	35	18	117					
	EFPN	38	22	41	41	142	27	11	N/A	N/A	38					
	Process	12	7	14	9	42	50	5	N/A	N/A	55					
TOTAL		573	366	308	338	1585	192	154	103	115	488					
Number of vehicles seized from ANPR only		27	28	34	24	113	33	32	26	19	110					
Total number of vehicles seized from ANPR / No Ins or No DL or both		18	91	86	77	272	83	84	66	76	309					
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	44	163					
Number of LGV's stopped		335	282	297	340	1254	353	388	412	380	1533					
Number of LGV's stopped with offences		211	201	189	198	799	237	230	241	252	960					
Number of offences		534	461	464	397	1856	595	494	465	434	2065					
ANALYSIS																
<p><b>* Note:</b> 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 and 4 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.</p> <p>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.</p> <p>For the year to date, there have been 302 Personal Injury (PI) Collisions resulting in 311 Casualties. 35 Killed and Seriously Injured (KSI) Casualties which includes 1 Fatality (during the last year). In comparison to the same period previous financial year a reduction of approximately -14% in PI collisions and -20% in casualties. A -26.52% reduction in total PI collisions over 4 year financial period.</p>																

ACTIVITY

Enforcement operations were impacted by weather conditions in latter part of February and March (snow / ice), however Roads Policing still undertook the following tasks during the last quarter:

Bike Safe leaflets were distributed by the Force during motorcycle campaign with details of education workshops and assessed rides by MPS.

There were no joint Corporation and police education campaigns in February.

A week of pedal cycle enforcement by the Force was complemented by the Corporation undertaking their Cycle Etiquette campaign at the same time. Two officers joined MPS colleagues to deliver MPS BikeSafe in Shoreditch on weekend education workshops and assessed rides for motorcyclists.

Extensive coverage in trade press and from Office of Traffic Commissioner and Transport for London on the success of Freight Compliance Unit (CoLP, MPS and DVSA partnership working) which sends out a strong message to non-compliant operators.

In March 2018 officers continued to support Operation Regina stopping 739 Public Hire Vehicles with 171 found to be non-compliant.

The Force participated in NPCC Seatbelt campaign, issuing 37 TOR's and supported the force-wide Operation Otley targeting uninsured vehicles with IFED colleagues. No offences were found.

The Force also ran TISPOL Operation Truck and Bus and a local week of action targeting poor road user behaviour. Both were affected by severe weather conditions. In Op Truck and Bus a total of 12 commercial vehicles were stopped, with one resulting in an ongoing company investigation for driving without tachograph, two processes for overweight and no Operator licence, one TOR for seatbelt offences and a further three drivers hours and insecure load offences.

The Force joined MPS colleagues to deliver MPS BikeSafe in Shoreditch on weekend education workshops and assessed rides for motorcyclists. This will be ongoing throughout the summer.

**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. The Force is 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.

Measure 8	Public Order & Protective Security		Assessment		CLOSE MONITORING									
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 Close Monitoring on 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	TBC	TBC	TBC	762	
Events requiring police presence	53	59	64	39	21	45	47	71	49	TBC	TBC	TBC	448	
Events requiring 5 officers or more	24	27	45	14	9	17	13	29	23	TBC	TBC	TBC	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	TBC	9				
ANALYSIS														
<p>36 Public Offences shown, more than the FYTD average of 21.8 and the highest number of offences in the last 3 years during the same month. <b>FYTD TOTAL:</b> 262 crimes in comparison to 222 in the same reporting period last year (2016/17) = <b>Increase of 18.02%</b>. Dip sample analysis between 25/10/2017-23/03/2018 on the increase in public order offences (<b>85.71%</b>) and the decrease in violent crime (<b>25.32%</b>) shows Bishopsgate, Liverpool Street and London Wall as repeat locations for both crime types. Further analysis to be conducted to attribute the decrease of violent crime to the increase in public order offences.</p> <p>An analysis of Demonstrations/Protests/Marches (DPMs) indicates 12 days in comparison to 13 days of activity last month. This is lower than the FYTD average of 15 days in line with the trend in comparison to the last 2years. <b>FYTD TOTAL:</b> 180 days in comparison to 185 days during the same period last year (2016/17) = <b>A reduction of-7.69%</b>.</p> <p>Due to operational commitments and officer moves there has been a delay in the reporting on pre-planned events and critical incidents in this quarter.</p>														
ACTIVITY														
<p><b>Prevent Update:</b></p> <p>The Regional Public Order working and strategic groups have met. The force is part of the Pan London Public Order CADRE system and officers have been allocated weeks.</p> <p>Operation Sceptre continues the 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.</p> <p>Operation Wimple – working in partnership with BTP around Transport Hubs in the City and Bishopsgate corridor to tackle violent crime/CT patrols.</p> <p>Operation Lamex, a joint operation with Hackney regarding Robbery/Knife crime borders of the City-MPS.</p> <p>Community Engagement Patrols - 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. Members of the public on patrol with Support Group Officers.</p> <p>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.</p>														

**Protest Update:**

For the year to end of February there were 170 protests within the City compared to 185 in total for the whole of 2016/17. Of the protests recorded 21 took place between January and the end of February. The majority of the protests relate to Union and environmental issues with 55 and 63 being classed respectively within these categories.

**Protect:** The Force continues to work collaboratively and proactively in response to public order related crime.

**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.

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

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

**Specialist Dog Unit** – Working in partnership with MPS Dogs. CoLP dogs booking on with City & MPS Control room so that we have a PAN London approach to dog assets available in case of a Terrorist attack in London.

**Recruitment Activity for Increasing Level 1 & Level 2 trained officers.**

Inspector UPD continues to organise recruitment drives among the groups. Public Order Instructors 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 is monitored at the Public Order working group. HR are holding recruitment campaigns for both external and internal recruitment of public order officers. Currently 6 Transferees are to be boarded for current vacancies and there a 6 internal applicants. This will boost capability considerably.



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.													
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	229	215	245	251	3111	-
2016-17 (Month)	276	257	286	290	316	318	279	312	290	241	298	382	3545	↑
2017-18 (Month)	282	321	292	259	319	261	328	346	348	376	325	342	3799	↑

**Reported Number of Offences**

Month	Offences
Mar-17	376
Apr-17	285
May-17	405
Jun-17	335
Jul-17	325
Aug-17	375
Sep-17	320
Oct-17	345
Nov-17	395
Dec-17	415
Jan-18	380
Feb-18	365
Mar-18	365

ANALYSIS
<p>Although there have been noticeable decreases in levels of acquisitive crime over the past year, the Force ended March 2018 recording 254 more offences than at the same point the previous year, an increase of 6.6%.</p> <p>Over the past quarter, the latest analysis shows Theft from Motor Vehicle (TFMV) decreased whilst Shoplifting and Pedal Cycle Theft both saw increases from February to March.</p> <p><b>WEDNESDAYS (63%)</b> were peak offending days for TFMV in March. <b>38%</b> of offences occurred from <b>midnight to 0400hrs</b>.</p> <p><b>Shoplifting :Fridays (20%)</b> have been the common offending day with peak shoplifting times from in March (44%).</p> <p><b>Pedal Cycle theft: Mondays had the highest number of thefts in March with 32% (6/20).</b> Weekends have been amongst the lowest of the pedal cycle thefts. <b>Over 50%</b> of pedal cycle thefts occurred between <b>1600hrs to 2000hrs</b> in March, which implies that offenders maybe most active in the early evenings.</p>
ACTIVITY

The Force continues to work closely with the MPS, especially on Moped Enabled Crime. (OP GONDOLA). Regular liaison will continue to ensure the Force is sighted on any operational activity that could displace criminality and so that support can be offered when appropriate.

Positive results have been seen during February with 38 fewer offences reported compared to the same point the preceding year. Work continues to adapt the tactical response to the changing MO of the offenders.

A business case for Selecta DNA spray is being researched and considered for deployment in the City as part of the Gondola 4P (Pursue, Prevent, Prepare and Protect).

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 third quarter survey results show the Force at 80.2% overall satisfaction for the combined first 3 quarters this year. This is below 85% and results in the assessment criteria of Close Monitoring.			
VICTIM SATISFACTION				
Quarter 3 Satisfaction by area of service				
Area of Service	% Very Satisfied	% Difference Q3 2016/17	% Fairly Satisfied	% Difference Q3 2016/17
Ease of Contact	72.6%	4% Decrease ↓	91%	2.9% Decrease ↓
Actions Taken	58.8%	10.7% Decrease ↓	71.8%	12.6% Decrease ↓
Follow up	64.2%	6.4% Decrease ↓	79.3	3.5% Decrease ↓
Treatment	86.4%	2.3% Decrease ↓	92.9%	1.8% Decrease ↓
Overall	68.5%	4.7% Decrease ↓	80.2%	3.5% Decrease ↓
ANALYSIS				
<p>The results have been analysed using accumulative figures from April 2017-December 2017 with comparisons to the cumulative figures from April 2016-December 2016. <b>NOTE: Quarter 4 results have not yet been received by the Force and will impact on these figures.</b></p> <p>There are 80.2% of respondents that are ‘<i>at least fairly satisfied</i>’ with the overall service that they received (This is a 3.5% decrease compared to Q3 2016/17).</p> <p>There has been a 12.6% decrease in victims that are ‘<i>at least fairly satisfied</i>’ with the actions taken compared to Q3 2016/17.</p> <p>There have been decreases in both satisfaction at the ‘<i>at least very satisfied</i>’ and the ‘<i>at least fairly satisfied</i>’ level for all areas of service for Q3 when comparing to 2016/17</p> <p>Regression analysis in SPSS has demonstrated that the service areas of ‘Being kept informed of progress’ and ‘Actions taken’ have the greatest impact on overall satisfaction with the whole experience.</p> <p>There has been large decrease in satisfaction with actions taken at both the ‘<i>at least very</i>’ and ‘<i>at least fairly satisfied</i>’ level. This is likely to be there as on for the decrease in overall satisfaction also. For Q3 there were 6 respondents that were ‘completely dissatisfied’. 3 were violent crime, 1 vehicle, 1 theft and 1 cycle theft.</p> <p>A number of recommendations have been made to address the reduction in satisfaction, including:</p> <ul style="list-style-type: none"><li>• Officers receiving individual feedback which has been proven to increase satisfaction in other forces. Where officers can be identified individual officer feedback should be completed by providing both good and bad feedback to both the officer themselves and their Sergeants.</li><li>• More in-depth analysis around those victims that are dissatisfied -is it in relation to a certain crime type? A certain profile of victim?</li><li>• Making victim care a priority within briefings before officers go out and as a reminder to keep victims informed of progress. Award/recognition for officers that go above and beyond in relation to victim care could also be beneficial.</li></ul> <p><b>Analysis of the Survey feedback has identified action taken that makes a victim “completely satisfied” with the service they</b></p>				

**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

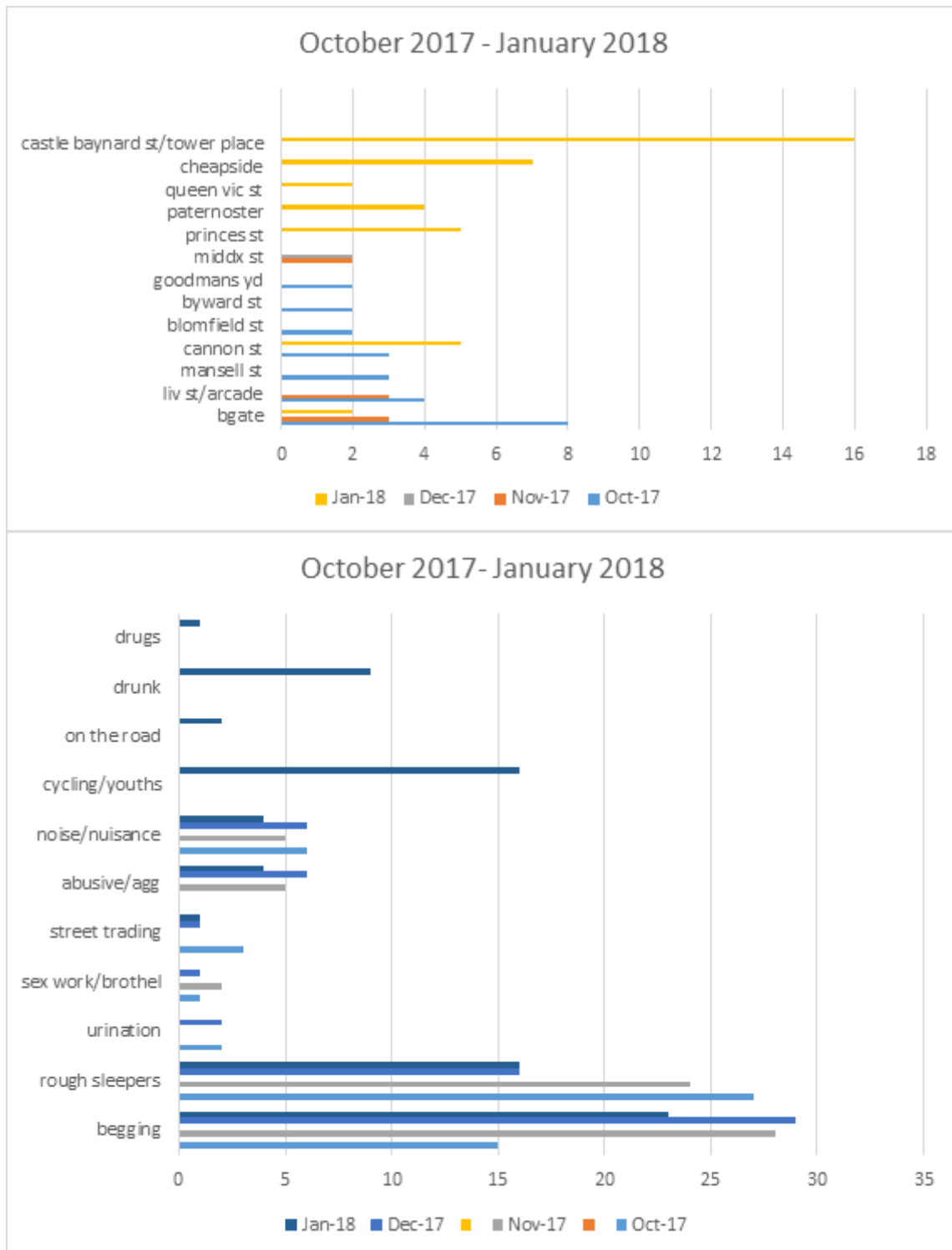
Measure 11	Community Satisfaction	Assessment	REPORTED ANNUALLY
AIM/RATIONALE	This measure assesses the public's perception of the Force, based on people who probably have not been a victim of crime but are part of the City of London community, be it in the capacity of resident, worker, or business. It 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 14 <sup>th</sup> 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: <ul style="list-style-type: none"><li>Unsafe drivers and other road users (491 respondents)</li><li>Terrorism (476 respondents)</li><li>Personal Theft (449 respondents)</li></ul> <p>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.</p>			
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 <b>78.81%</b> 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) <i>Not enough Police Visibility/Officers on the Street</i> B) <i>Lack of Police Funding (Also contributing to reason A)</i> C) <i>Issue with Cyclists</i> D) <i>Issue with traffic enforcement/minor offences</i>			
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: <ul style="list-style-type: none"><li>Threat of Terrorism: 393 respondents.</li><li>Personal Theft: 233 respondents.</li><li>Road Safety: 217 respondents.</li></ul>			
6) How would you prefer to receive information from the City of London Police? The top responses this year were: <ul style="list-style-type: none"><li>Regular e-mails: 338 respondents</li><li>Text Message: 210 respondents</li><li>Twitter: 151 respondents</li></ul>			

**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													
ASB	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD
2017-18 (Month)	-	-	-	-	-	129	137	130	131	131	113	TBC	770
ANALYSIS													
<p><b>NOTE: AT THE TIME THE REPORT WAS PREPARED, ONLY DATA TO THE END OF FEBRUARY WAS AVAILABLE.</b></p> <p><b>Youths cycling</b></p> <p>Noticeable and already managed is the steep increase in reporting around youths cycling, often in large numbers, in the area of Castle Baynard Street and Tower Place. 6 Section 35 Dispersal Orders have been issued since January 2018 and they have all been as a result of an organised cycling event creating low level ASB such as Graffiti, littering, and intimidating/dangerous cycling the justification for the S35 was met and considered proportionate.</p> <p>The Chief Inspector Communities has since met at Southwark Council offices with the MPS, Southwark Council and the leader of the events on the 14<sup>th</sup> March 2018. After negotiation, it was agreed that the organiser would put messages out to all his followers that Castle Baynard St and Tower Place were no longer to be used as gathering places on Saturdays. Chief Inspector Communities received information from the MPS who are monitoring the Instagram page, and it was posted that these locations are no longer to be used. Proactive policing operations continued over the following weeks with assistance from MPS and Southwark Council at Castle Baynard to assist with any issues if they arose. To date this appears to have worked and since the meeting there have been no issues at the locations.</p> <p><b>Drunk</b></p> <p>Also noticeable and increased from last reporting are reports relating to people who are drunk, who are often also abusive aggressive or a nuisance.</p> <p><b>ASB - by type</b></p> <p>The predominant reasons for reporting ASB remain related to rough sleeping and begging, where there are continuing reports of rough sleepers blocking doorways and fire exits, and for begging reports in January, nearly all are giving a description of Eastern European females wearing multi-coloured headscarves.</p> <p><b>Repeat locations</b></p> <p>Some locations are continuing to repeat from previous reporting, but some new ones are emerging. The first and longest – Castle Baynard Street relates to the youths cycling in large groups and causing a nuisance, however this has now been addressed. Previous repeating locations from earlier reporting are not as prevalent in January, for example Bishopsgate, and may be as a result of patrol strategy activity.</p>													





<b>Committee:</b>	<b>Date:</b>
Police: Performance and Resource Management Sub Committee	26 <sup>th</sup> April 2018
<b>Subject:</b> HMICFRS Inspection Update	<b>Public</b>
<b>Report of:</b> Commissioner of Police Pol 32-18	<b>For Information</b>

## SUMMARY

This report provides Members with an overview of activity undertaken within the last reporting period, since your February 2018 Sub Committee, in response to reports published by HMICFRS. An overview of the inspection programme is detailed in this report and progress against both existing and new recommendations received is provided for Members' information in Appendix A.

### Reports published

<b>Force Reports</b>	<b>Date:</b>
PEEL: Police Effectiveness 2017 – CoLP	March 2018

<b>National Reports</b>	<b>Date:</b>
Out-of-court disposal work in youth offending teams	March 2018
PEEL: Police Effectiveness 2017 – National	March 2018
PEEL: Police Leadership 2017 – National	February 2018

### Inspections undertaken since last report

HMICFRS have commenced their national thematic fraud inspection which examines both national and force level response. This began in February 2018 with an examination of national capabilities; National Fraud Intelligence Bureau and Action Fraud.

### Inspections Due

There are 2 planned inspections:

- A force level inspection of Fraud, this is scheduled for week commencing 4<sup>th</sup> June 2018.
- The integrated PEEL inspection; the force will be inspection between 3<sup>rd</sup> September and 14<sup>th</sup> December 2018.

Rolling unannounced inspection programmes that could take place are, Custody; Crime Data Integrity; Child Protection.

### Reports Due for Publication

<b>Report</b>	<b>Date:</b>
No new force reports are expected.	

### 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 39 outstanding recommendations, a decrease of 1 from the 40 outstanding recommendations reported to your Sub Committee in February 2018. There are 12 new greens to report, demonstrating progress since your February 2018 Sub Committee.

Report	Number of open recommendations and status
Out-of-court disposal work in youth offending teams	5 AMBER
PEEL: Police Effectiveness 2017 – National	4 AMBER
PEEL: Police Effectiveness 2017 – CoLP	5 AMBER
PEEL: Police Leadership 2017 – National	1 NEW CLOSED
PEEL: Police Legitimacy 2017 – National	2 AMBER
PEEL: Police Legitimacy 2017 – CoLP	3 NEW GREEN 2 AMBER 2 CLOSED
Planes, drones and helicopters: An independent study of police air support	1 NEW CLOSED
A progress report on the police response to domestic abuse	1 NEW GREEN
PEEL: Police Efficiency 2017 – national	1 NEW GREEN recommendation 1 AMBER Advisory note
PEEL: Police Efficiency [including leadership] 2017 - COLP	2 NEW GREEN 2 AMBER
Stolen freedom: the policing response to modern slavery and human trafficking	2 NEW GREEN 3 AMBER
HM Crown Prosecution Service Inspectorate (HMCPSI) and HMICFRS National Report – Making it fair	3 RED 1 AMBER
HMCPSI and HMICFRS National Report - Living in fear (July 2017)	4 WHITE
PEEL: Police Effectiveness 2016 – National	1 WHITE
PEEL: Police Effectiveness 2016 – CoLP	2 AMBER
Best Use of Stop & Search Scheme Revisit	3 RED
PEEL: Police Legitimacy 2016 – National	1 AMBER
PEEL: Police Legitimacy 2016 - CoLP	1 NEW GREEN 1 NEW CLOSED
PEEL: Police Efficiency 2016 – CoLP	1 NEW GREEN
PEEL: Police Efficiency 2015 - CoLP	1 NEW GREEN
Recommendation Summary	Number
<b>NEW Green</b>	<b>12</b>
<b>Amber</b>	<b>28</b>
<b>Red</b>	<b>6</b>
<b>White</b>	<b>5</b>
<b>Total Amber/Red/White Recommendations</b>	<b>39</b>

## RECOMMENDATION

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

## **Main Report**

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

### **NEW REPORTS**

#### **PEEL: Police Effectiveness 2017 – Force and National reports Published 22<sup>nd</sup> March 2018**

##### Force Report

2. As part of the annual PEEL inspection programme, HMICFRS assessed how effective police forces are at keeping people safe and reducing crime. This inspection focused on five areas of policing:
  - i. How effective are police forces at preventing crime, tackling anti-social behaviour and keeping people safe.
  - ii. How effective are forces at investigating crime and reducing re-offending.
  - iii. How effective are forces at protecting those who are vulnerable from harm, and supporting victims
  - iv. How effective are forces at tackling serious and organised crime
  - v. How effective are the forces' specialist capabilities
3. The force received an overall grading of GOOD. The inspection assessed and graded four areas:

Area	Grade
Preventing crime and tackling anti-social behaviour	GOOD
Investigating crime and reducing re-offending	GOOD
Protecting vulnerable people	GOOD
Tackling serious and organised crime	GOOD
4. The forces Specialist capabilities was also inspected; HMICFRS do not grade this area because of sensitivities in publishing. However, HMICFRS have referred to the forces firearms capability and concluded "There can be little doubt that City of London Police's ability to respond to terrorist attacks within minutes and the bravery of the officers involved has saved lives."
5. HMICFRS's report specifies 5 areas for improvement:

- i. The force should review its process for sharing information with schools in relation to children affected by domestic abuse incidents, to ensure information is shared as quickly and effectively as possible.
- ii. The force should ensure that it is proactive in its approach to identifying and apprehending those who produce or share indecent images of children.
- iii. The force should implement a process to obtain feedback from victims of domestic abuse.
- iv. The force should enhance its approach to the 'lifetime management' of organised criminals to minimise the risk they pose to local communities. This approach should include routine consideration of ancillary orders, partner agency powers, and other methods to deter organised criminals from continuing to offend.
- v. The force should strengthen its response to drug-dealing networks using 'county lines', to stop them inflicting violence and exploitation on local communities.

#### National Report

- 6. In their national report HMICFRS state they are pleased that the police service has responded well to their recommendations from the previous year's report.
- 7. Concerns include:
  - i. A small number of forces risk not meeting demand well enough
  - ii. The shortage of investigators still needs addressing
  - iii. Police are getting better at looking after vulnerable people, but progress is slowing.

HMICFRS examined, for the first time how well forces identify and respond to people which are vulnerable because of mental ill health finding a very positive picture.

#### **Out-of-court disposal work in youth offending teams A national report, Published 22<sup>nd</sup> March 2018**

- 8. A joint national report by HMICFRS and HM Inspectorate of Probation; this inspection examined the work undertaken by Youth Offending Teams (YOTs) and the police with children who have committed usually low-level offences dealt with without going to court.
- 9. The report raises a number of recommendations for the Ministry of Justice, Youth Justice Board, Youth offending team management boards and police forces.

10. Recommendations for the police are:

- i. Make sure that the requirements of youth conditional cautions are meaningful to children, and describe the desired outcomes and how these will be achieved.
- ii. Make sure that all victims have a fully informed and effective opportunity to have their views heard, and to receive an appropriate restorative intervention.
- iii. Make sure that children understand the implications of receiving an out-of-court disposal before they are asked to accept it.
- iv. Make sure that referrals to Youth Offending Teams are sufficiently timely to meet the needs of victims for speedy justice and achieve the objectives of out-of-court disposals; and make the Youth Offending Team aware of all community resolutions given by the police.
- v. Make sure that they have clear and consistently applied policies for the gathering of fingerprints and other biometric information in youth caution and conditional caution cases.

**PEEL: Police Leadership 2017**

**A national report, Published 8<sup>th</sup> February 2018**

11. In this national report HMICFRS note positive examples of police leaders showing commitment to improvement and senior teams demonstrating understanding of the need for fair and ethical treatments of both the public and their workforce.
12. Concerns raised within the report centre on the lack of a deep understanding of the skills and capabilities of Police workforces, which has been reflect in a single report recommendation:
  - i. Forces need to improve their use of performance and development review processes, in line with College of Policing guidance. This should form part of the ability of forces to understand the leadership skills and capabilities in the workforce. It also has wider implications for forces' abilities to succession plan effectively, using targeted leadership development, and to make sure that wellbeing provisions are communicated effectively to all ranks and grades within the workforce.
13. Appendix A details each of the national and force report recommendations.

**INSPECTIONS UNDERTAKEN SINCE LAST REPORT**

14. HMICFRS have commenced their national thematic fraud inspection which examines both national and force level response.
15. The City of London Police, as national lead, was inspected in February 2018 specifically the National Fraud Intelligence Bureau and Action Fraud. HMICFRS's work is ongoing and their findings will help inform their inspections at force level; 11 forces in total including the City of London Police scheduled for later in 2018.

## **INSPECTIONS DUE**

- 25 The City of London force level inspection of Fraud is scheduled for week commencing 4<sup>th</sup> June 2018.
- 26 HMICFRS's rolling unannounced inspection programmes that could take place are Custody, Crime Data Integrity and Child Protection.

## **CURRENT STATUS OF HMIC RECOMMENDATIONS**

- 27 19 HMICFRS reports have been managed by the Force during the quarterly reporting period including 4 new reports.
- 28 The current status of recommendations is summarised in the table below with full details contained in Appendix A.
- 29 HMICFRS have not set deadlines for many of these recommendations, so the Force has set itself some challenging targets to drive forward and deliver improvements.
- 30 There are currently 39 outstanding recommendations, a decrease of 1 from the 40 outstanding recommendations reported in February 2018.
- 31 There are 12 new greens to report.

### **Current Status of HMIC Recommendations Summary**

<b>Recommendation Summary</b>	<b>Number</b>
<b>New Green</b>	<b>12</b>
<b>Amber</b>	<b>28</b>
<b>Red</b>	<b>6</b>
<b>White</b>	<b>5</b>
<b>Total Amber/Red/White Recommendations</b>	<b>39</b>

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

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

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## HMICFRS Report Recommendations

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

## Out-of-court disposal work in youth offending teams

A national joint report by HMICFRS and HMI Probation

Published March 2018

This report makes 11 recommendations, 5 are for the force and are in progress.

Recommendations & Areas for Improvement		Status	Due Date	Comment
1	<b>Recommendation</b> The Ministry of Justice and the Youth Justice Board should include community resolutions in criminal justice system reoffending statistics, and evaluate their effectiveness in reducing offending and improving outcomes for children.	WHITE	No deadline specified within the report	This action is for the Ministry of Justice and the Youth Justice Board

Recommendations & Areas for Improvement		Status	Due Date	Comment
2	<b>Recommendation</b> The Youth Justice Board should make sure that guidance on use of Asset Plus or other assessment frameworks meets the needs of local areas when seeking to undertake out-of-court disposal work.	WHITE	No deadline specified within the report	This action is for the Youth Justice Board.
Page 86	<b>Recommendation</b> Youth offending team management boards should make sure that out-of-court disposal work is evaluated, is of good quality and is effective.	WHITE	No deadline specified within the report	This action is for the Youth offending team management boards.
4	<b>Recommendation</b> Youth offending teams and chief constables should: Make sure that the requirements of youth conditional cautions are meaningful to children, and describe the desired outcomes and how these will be achieved.	AMBER	No deadline specified within the report	This actions are for the Youth offending teams and chief constables.  This is a new report published March 2018 and Strategic Development will progress this with relevant leads in force and update at the next Performance Sub Committee.
5	<b>Recommendation</b> Youth offending teams and chief constables should: Make sure that all victims have a fully informed and effective opportunity to have their views heard, and to receive an appropriate restorative intervention.	AMBER		

Recommendations & Areas for Improvement		Status	Due Date	Comment
6	<b>Recommendation</b> Youth offending teams and chief constables should: Make sure that children understand the implications of receiving an out-of-court disposal before they are asked to accept it.	AMBER		
7	<b>Recommendation</b> Youth offending teams should make sure that assessment and planning are of good quality, and take account of the child's views on what may help them to avoid offending.	WHITE	No deadline specified within the report	These action are for Youth offending teams.
8	<b>Recommendation</b> Youth offending teams should make sure that decision making is informed by assessment of the child.			
Page 87	<b>Recommendation</b> Youth offending teams should give specific attention to victims and the protection of the public in the assessment, planning and delivery of out-of-court disposal work.			
10	<b>Recommendation</b> Chief constables should make sure that referrals to YOTs are sufficiently timely to meet the needs of victims for speedy justice and achieve the objectives of out-of-court disposals; and make the YOT aware of all community resolutions given by the police.	AMBER	No deadline specified within the report	This is a new report published March 2018 and Strategic Development will progress this with relevant leads in force and update at the next Performance Sub Committee.

Recommendations & Areas for Improvement		Status	Due Date	Comment
11	Chief constables should make sure that they have clear and consistently applied policies for the gathering of fingerprints and other biometric information in youth caution and conditional caution cases.	AMBER		This is a new report published March 2018 and Strategic Development will progress this with relevant leads in force and update at the next Performance Sub Committee.

## PEEL: Police Effectiveness 2017 – National

A national report by HMICFRS

Published March 2018

This report was published 22<sup>nd</sup> March 2018. There are 4 recommendations which apply to the force and are to be progressed.

Recommendations & Areas for Improvement		Status	Due Date	Comment
1	<b>Recommendation</b> By October 2018, all forces should review their own approach to neighbourhood policing to check whether the service they provide to local communities meets these guidelines. As soon as possible, they should make any changes they need to implement the guidelines.	AMBER	October 2018	This is a new report published March 2018 and Strategic Development will progress this with relevant leads in force and update at the next Performance Sub Committee.

Recommendations & Areas for Improvement		Status	Due Date	Comment
2	<p><b>Recommendation</b></p> <p>By September 2018, all forces with a shortage in qualified detectives and/or other investigators should develop an action plan. The plan should set out in detail what the force will do to address the shortage in the short, medium and long term. It should be in line with the national plan to develop investigative capacity and capability that all chief constables in England and Wales have agreed.</p> <p>This plan should draw on the information in the force management statement about:</p> <ul style="list-style-type: none"> <li>the investigative demand the force expects to face in the next four years; and</li> <li>how the force will change and improve the condition, capacity, capability, serviceability, performance and security of supply of its workforce and other assets to cope with that demand.</li> </ul> <p>To make sure the plans are consistent, the National Police Chiefs' Council lead on investigative resilience has agreed to provide advice on the areas each plan should cover by April 2018.</p>	AMBER	September 2018	This is a new report published March 2018 and Strategic Development will progress this with relevant leads in force and update at the next Performance Sub Committee.
3	<p><b>Recommendation</b></p> <p>The College of Policing, working with the NPCC leads, should develop an approach to peer review. This approach should support forces to work with each other to improve how they identify, respond to and keep safe vulnerable victims.</p> <p>The infrastructure to support peer reviews should be in place by September 2018 with the first reviews taking place by January 2019.</p>	AMBER	September 2018 And January 2019	

Recommendations & Areas for Improvement		Status	Due Date	Comment
4	<b>Recommendation</b> By September 2018, all forces should review how they are implementing changes to pre-charge police bail, working with the National Police Chiefs' Council lead. The review should include an assessment of how far vulnerable people are being affected by these changes. As soon as possible, forces should then put into effect any necessary changes to make sure they are using bail effectively, and in particular that vulnerable victims get the protection that bail conditions can give them.	AMBER	September 2018	This is a new report published March 2018 and Strategic Development will progress this with relevant leads in force and update at the next Performance Sub Committee.

## PEEL: Police Effectiveness 2017 – CoLP

A national report by HMICFRS

Published March 2018

This report was published 22<sup>nd</sup> March 2018. There are 5 recommendations for the force to be progressed.

Recommendations & Areas for Improvement		Status	Due Date	Comment
1	<b>Area for Improvement</b> The force should review its process for sharing information with schools in relation to children affected by domestic abuse incidents, to ensure information is shared as quickly and effectively as possible.	AMBER	No deadlines set by HMICFRS  Force to determine	This is a new report published March 2018 and Strategic Development will progress this with relevant leads in force and update at the next Performance Sub Committee.

Recommendations & Areas for Improvement		Status	Due Date	Comment
2	<b>Area for Improvement</b> The force should ensure that it is proactive in its approach to identifying and apprehending those who produce or share indecent images of children.	AMBER	No deadlines set by HMICFRS  Force to determine	This is a new report published March 2018 and Strategic Development will progress this with relevant leads in force and update at the next Performance Sub Committee.
Page 91	<b>Area for Improvement</b> The force should implement a process to obtain feedback from victims of domestic abuse.	AMBER	No deadlines set by HMICFRS  Force to determine	
4	<b>Area for Improvement</b> The force should enhance its approach to the 'lifetime management' of organised criminals to minimise the risk they pose to local communities. This approach should include routine consideration of ancillary orders, partner agency powers, and other methods to deter organised criminals from continuing to offend.	AMBER	No deadlines set by HMICFRS  Force to determine	

Recommendations & Areas for Improvement		Status	Due Date	Comment
5	<b>Area for Improvement</b> The force should strengthen its response to drug-dealing networks using 'county lines', to stop them inflicting violence and exploitation on local communities	AMBER	No deadlines set by HMICFRS  Force to determine	This is a new report published March 2018 and Strategic Development will progress this with relevant leads in force and update at the next Performance Sub Committee.

## PEEL: Police Leadership 2017 – National

A national report by HMICFRS

Published February 2018

There is 1 recommendation which applies to the force, actions required are repeated and monitored within force level PEEL reports included elsewhere within this schedule:  
this recommendation is therefore reported as closed.

Recommendations & Areas for Improvement		Status	Due Date	Comment
1	Forces need to improve their use of performance and development review processes, in line with College of Policing guidance. This should form part of the ability of forces to understand the leadership skills and capabilities in the workforce. It also has wider implications for forces' abilities to succession plan effectively, using targeted leadership development, and to make sure that wellbeing provisions are communicated effectively to all ranks and grades within the workforce.	NEW CLOSED	No deadline set by HMICFRS	Actions required to meet this recommendations are repeated and monitored within force level PEEL reports for 2017.



# PEEL: Police Legitimacy 2017 – National

A national report by HMICFRS

Published 12<sup>th</sup> December 2017

There are 2 recommendations which apply to the force and are to be progressed.

Recommendations & Areas for Improvement		Status	Due Date	Comment
Page 93	<p><b>Cause of concern</b></p> <p>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 BAME people, and black people in particular, in stop and search data which many forces are unable to explain.</p> <p><b>Recommendation</b></p> <p>By July 2018, all police forces across England and Wales should be regularly and frequently monitoring a comprehensive set of data and information on use of stop and search powers to understand:</p> <ul style="list-style-type: none"> <li>the reasons for any disproportionate representation of different ethnic groups in the use of stop and search;</li> <li>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</li> <li>the prevalence of possession-only drug searches, and</li> </ul>	AMBER	July 2018	<p>A series of dependant tasks have been defined and allocated for action.</p> <p>The initial step, with an ambitious deadline of February 2018, relied upon progress being made with the forces inability to produce 'performance' data from Niche for further analysis. The Fore Intelligence Bureau / Performance Information Unit are working though this and a rudimentary dashboard has been produced by PIU for the Stop and Search and Use of Force working group but it isn't best use of stop and search (BUSS) compliant and during the process of building this dashboard system issues were identified with Niche / Police National Computer (PNC). The two relevant Force leads have met and discussed the forces inability to produce a compliant dashboard – it remains a work in progress. The Chair of the Working Group is aware that there is a risk that the force may fail any future test of BUSS.</p> <p>These issues are being worked on and the force has engaged with Northamptonshire Police to utilise and adopt their reports – Other forces using Niche are also being approached to identify the best reports to use, this research is ongoing. See also update for Stop</p>
	1			

Recommendations & Areas for Improvement		Status	Due Date	Comment
	<p>the extent to which these align with local or force level priorities.</p> <p>Where forces identify disparities through monitoring, they should demonstrate to the public that they have:</p> <ul style="list-style-type: none"> <li>carried out research and analysis in an attempt to understand the reasons for the disparity, and</li> <li>taken action to reduce the disparity, where necessary;</li> </ul> <p>We expect forces to publish this analysis and any actions taken at least on an annual basis, from July 2018.</p>			and Search inspection P29-30.
Page 94 2	<p><b>Recommendation</b></p> <p>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.</p>	AMBER	July 2018	<p>The force has mandated training for all Police teams which undertake stop and search as part of their normal deployment. This training was already being delivered at the time this report was published and continues to do so; training attendance is monitored by the Stop and Search and Use of Force Working Group.</p> <p>At times of high alert ECD officers will be deployed with Stop &amp; Search trained officers, thus negating the requirement to be Stop &amp; Search trained.</p> <p>The stop and search training being delivered was designed by the College of Policing for use by all forces and incorporates unconscious bias training.</p>

## PEEL: Police Legitimacy 2017 – CoLP

There are 7 areas for improvement which apply to the force, 3 are complete, 2 closed and 2 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.	<b>NEW CLOSED</b>	No deadline set by HMICFRS, but aligned with national report deadline of July 2018.	This will be covered by recommendation 2 of the national report above.
2	The force should maintain and monitor a comprehensive set of data to understand the impact of its use of stop and search powers.	<b>NEW CLOSED</b>	No deadline set by HMICFRS, but aligned with national report deadline of July 2018.	This will be covered by recommendation 1 of the national report above.
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.	<b>NEW GREEN</b>	March 2018	An analysis of issues was verbally presented to the stop and search and use of force working group; these included: <ul style="list-style-type: none"> <li>• Officers not recording enough detail in their grounds.</li> <li>• Issues were identified with the introduction of Niche, including its interaction with PNC.</li> </ul>

Recommendations & Areas for Improvement		Status	Due Date	Comment
				<p>Corrective actions are in place against these issues – current monitoring arrangements will confirm compliance / Niche fixes.</p> <p>Stop and Search records are supervised by 1<sup>st</sup> and 2<sup>nd</sup> line management.</p> <p>The inspector lead for stop and search also conducts a dip sample reporting findings to the stop and search and use of force working group.</p> <p>The Stop and Search SOP has also been reviewed, minor amendments reflect the introduction of Niche and is about to be published on the force intranet.</p>
Page 96 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.	NEW GREEN	August 2018	<p>Since the inspection a process map that ensures all officers and supervisors are aware of their responsibilities to officers and complainants in all cases has been produced. This covers timescales, what documentation is required at what stage and to whom and provides helpful references to IPCC statutory guidance. It also states that face to face meetings with complainants should always be considered.</p> <p>The Investigating officers and the Appropriate Authority also now work more closely to ensure that a full and proper rationale is provided for the outcomes of discrimination cases to make it extremely clear to the complainant why a particular decision has been made.</p>
5	The force should improve the quality and timeliness of updates to complainants and witnesses during investigations in line with IPCC statutory guidance.	NEW GREEN	August 2018	The Professional Standards Directorate have produced a process map that ensures all officers and supervisors are aware of their responsibilities to officers and complainants in all cases. This covers timescales, what documentation is required at what stage and to whom and provides helpful references to IPCC statutory guidance. In addition all new staff have been on a PSD investigators course to

Recommendations & Areas for Improvement		Status	Due Date	Comment
				support learning. All officers and staff are aware of their responsibilities in terms of timeliness of updates and supervisors are overseeing the completion of such updates. In addition all new staff have been on a PSD investigators course to support learning. All officers and staff are aware of their responsibilities in terms of timeliness of updates and supervisors are overseeing the completion of such updates.
Page 97	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	August 2018	<p>This area for improvement was originally cited within the PEEL Legitimacy 2016 force level report.</p> <p>Progress already report to HMICFRS includes:</p> <ul style="list-style-type: none"> <li>• The Talent Management Strategy and its associated working group</li> <li>• Establishment of a Performance Development Action Plan</li> </ul> <p>The introduction of an electronic PDR system will provide the force with the ability to better analyse outcomes and taken any appropriate correction actions and is to be launched 30<sup>th</sup> April 2018.</p> <p>Strategic Development will seek to identify HRs plan once this new system has been delivered, deadlines will be defined at that time.</p>
7	The force should improve its understanding of its workforce's wellbeing and use this to prioritise the services it provides.	AMBER	August 2018	<p>The force has a well-being action plan, champion and a well established network group.</p> <p>The workforce plan has recently been revised and informs this area.</p>

# 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
Page 98	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.	<b>NEW CLOSED</b>	No deadline set by HMICFRS	The force was part of the Section 22 agreement in place for this which was a result of a ministerial directive 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 this function and is satisfied with the existing arrangement with our policing partners in the MPS. There is no requirement to revise or replace this arrangement.

## 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 and are complete.

Recommendations & Areas for Improvement	Status	Due Date	Comment
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Recommendations & Areas for Improvement		Status	Due Date	Comment
Page 99	<p><b>Recommendation: Update of forces' domestic abuse action plans</b></p> <p>Update of forces' domestic abuse action plans</p> <p>By April 2018, every police force in England and Wales should update its domestic abuse action plan, determine what more it can do to address the areas for further improvement highlighted in this report and specified below, and publish its revised action plan accordingly.</p> <ul style="list-style-type: none"> <li>• <b>Recording.</b> There is considerable variation between forces in the proportion of recorded crime identified as relating to domestic abuse. Forces need to ensure that domestic abuse crime including coercive control is being correctly identified and recorded.</li> <li>• <b>Assessing and responding to risk.</b> Forces should ensure arrangements for assessing and managing risk are well understood by officers and staff, especially at initial point of contact, and decision making about the grading of, and attendance at, domestic abuse incidents is supervised effectively.</li> <li>• <b>Positive and preventative action.</b> Nationally, arrest rates for domestic abuse are falling, with large variations across forces. There are considerable variations in the use of preventative measures. Forces need monitoring processes, supported by accurate data, to ensure that they are taking positive action such as arrest, and are making effective use of powers, for example Domestic Violence Protection Orders and the</li> </ul>	NEW GREEN	April 2018	<p><u>Domestic Abuse Action Plan</u></p> <p>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.</p> <p><u>Recording</u></p> <p>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.</p> <p>This audit continues to feature in the 2018/2019 audit plan.</p> <p><u>Assessing and responding to risk</u></p> <p>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.</p> <p>The force has mandated training its Economic Crime officers since enquires frequently take officers into the homes of suspects.</p> <p><u>Positive and preventative action /CPS referrals and prosecutions</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.</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
Page 100	<p>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.</p> <ul style="list-style-type: none"> <li>• <b>Building the investigative case.</b> Forces need to ensure that there are clear standards and expectations, with effective supervision, for building the best possible case for the victims of domestic abuse whether victims support police action or not.</li> <li>• <b>CPS referrals and prosecutions.</b> Nationally, referrals and charge rates are falling. Forces need to monitor the data and work closely with the CPS to understand whether improvement is required, and, if so, to effect change.</li> </ul>	NEW GREEN	April 2018	<p><u>Positive and preventative action</u></p> <p>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.</p>
	<p>Chief officers in each police force should continue to oversee and ensure full implementation of these action plans and offer regular feedback on progress to their police and crime commissioners. This should be a personal responsibility of the chief constable in each case. The leadership task for the service now is to sustain the level of determination and commitment seen since the publication of Everyone's business to ensure that the police response to victims of domestic abuse continues to improve. HMICFRS will continue to monitor progress against force action plans as part of their PEEL inspection regime.</p>			



# PEEL: Police Efficiency – National

A force report by HMICFRS

Published November 2017

There is 1 recommendation and this applies to the force 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	<p><b>Recommendation</b></p> <p>By September 2018, chief constables should produce an ambitious plan to improve digitally-enabled services within their force. The Home Office, National Police Chiefs' Council and Association of Police and Crime Commissioners should support the development of these plans by establishing a national framework which allows for the provision of digitally-enabled services across force boundaries</p>	NEW GREEN	September 2018	<p>The force already has a Digital Policing Board chaired by the Directorate Head of Economic Crime.</p> <p>Its purpose extracted from the terms of reference are :</p> <p>“Working to the City of London Police Force Change Board, the Digital Policing Board will, with cognisance to the national and regional developments in digital policing, set the strategy for Digital Policing and define, prioritise and co-ordinate digital capability development locally.”</p> <p>The remit of the board includes sponsor for digital programmes and oversight of Policing Transformation Funding bids.</p>
	<p><b>The fore has chosen to act on an advisory note within the national report.</b></p> <p>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.</p>			<p>The workforce plan has recently been revised and will contribute to the production of the Force Management Statement due for completion May 2018.</p> <p>However these documents project over a 3 year period, whilst this advisory stipulates 5 years.</p> <p>The forces ability to establish meaningful projections for the additional 2 years will need to be assessed by the Director of HR.</p>

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

A force report by HMICFRS

Published November 2017

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

Recommendations & Areas for Improvement		Status	Due Date	Comment
Page 102	<b>Areas for improvement</b> The force should put in place better processes and governance to understand and realise the benefits of change programmes, and how they affect the force's ability to meet likely future demand efficiently.	AMBER	HMICFRS have not set a deadline however the force can expect its next PEEL inspection autumn 2018.  Internal deadline set to align with PEEL  <b>August 2018</b>	<b>Task Required</b> Implement benefits management within force, embedding processes and creating governance structure that ensure this becomes business as usual.  <b>Current position</b> The force has engaged consultants, who produced an initial report in February 2018 'Discovery and scoping' phase which was backed up with a workshop attended by the force Senior Management.  A series of next steps have been defined that will culminate in the production of a draft benefits management toolkit by the Consultants.  Phase 3 planned activities which include sign-off of the above toolkit, communication and support to relevant areas of the force by May 2018.  Additional tasks may become apparent as timeline progresses.
	<b>Areas for improvement</b> The force should undertake appropriate activities to fully understand its workforce's capabilities, in order to identify any gaps and put plans in place to address them. This will enable		No deadline set by HMICFRS	A workforce skill audit for Officers and Staff has been completed together with a gap analysis. The workforce plan has been revised and production of the Force management Statement by May 2018 which project across a 3 year

Recommendations & Areas for Improvement		Status	Due Date	Comment
	the force to be confident in its ability to be efficient in meeting current and likely future demand.		May 2018 set to align with the Force Management Statement	period, These documents supported by associated work should meet this area for improvement.  This information feeds into Directorate operational requirements and the force level STRA.
Page 103	<b>Areas for improvement</b> The force should ensure that it understands the level of service that can be provided at different levels of costs, so it can identify the optimum level of service provision.	AMBER	No deadline set by HMICFRS  Deadline set for September 2018 to align with the 2018 integrated PEEL timetable	Evidence against this area of improvement from the 2018 STRA process, scrutiny panels are scheduled for September 2018.  Additional evidence is likely to accrue from the Transform programme which is ongoing.
4	<b>Areas for improvement</b> The force should do more to explore opportunities for further collaboration with partner organisations to improve services, drive efficiencies and better manage demand for its services in the future.	NEW GREEN	No deadline set by HMICFRS  Deadline set for September 2018 to	A baseline exercise has been undertaken to identify current collaborations and a formal process established that will see regular meeting with the MPS and BTP to explore collaborative opportunities. Opportunities are also being explored with the CoL.  This work will link with the force transform programme.  Minutes of joint meeting with the MPS and BTP will serve as evidence of options explored and progressed or rejected.

Recommendations & Areas for Improvement		Status	Due Date	Comment
			align with the 2018 integrated PEEL timetable	

# 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, 4 are completed and 3 to be progressed

Recommendations & Areas for Improvement		Status	Due Date	Comment
Page 105	<p><b>Recommendation</b></p> <p>Within twelve months, forces should review their leadership and governance arrangements for modern slavery and human trafficking, to ensure that:</p> <ul style="list-style-type: none"> <li>• senior leaders prioritise the response to modern slavery and human trafficking;</li> <li>• every incident of modern slavery identified to police is allocated appropriate resources with the skills, experience and capacity to investigate it effectively;</li> <li>• forces develop effective partnership arrangements to co-ordinate activity in order to share information and safeguard victims; and</li> <li>• Performance and quality assurance measures are in place to allow senior leaders to assess the nature and quality of the service provided to victims.</li> </ul>	AMBER	October 2018	<p>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</p> <p>The force is represented at the Modern Slavery and Human Trafficking practitioners meeting which is attended by partners and agencies.</p> <p>All incidents or intelligence is drawn to the attention of the force lead, their deputy and the FIB analyst for review.</p> <p><u>Next Steps</u></p> <p>A vulnerability dashboard is to be developed which incorporate monitoring data on modern slavery and human trafficking.</p>
4	<p><b>Recommendation</b></p> <p>Within six months, forces should have in place active information-sharing agreements with other agencies to</p>	AMBER	April 2018	At the current time the force engages with modern slavery and human trafficking partners and agencies on a monthly basis.

Recommendations & Areas for Improvement		Status	Due Date	Comment
	facilitate speedy exchange of intelligence and in order to safeguard victims better and to identify suspects as early as possible.			<u>Next steps</u> A baseline exercise is to be conducted to establish what information 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	<b>Recommendation</b> Immediately, forces should ensure that all victims carrying out criminal acts under compulsion attributable to slavery or exploitation are afforded the protection of early and continuing consideration of the applicability of the section 45 defence.	AMBER	Immediate	The standing operating procedure [SOP] deals specifically with offenders who may also be victims in these circumstances.  The SOP has been reviewed and published March 2018 and remains on annual review.  There is also a specific section on the force intranet which offers guidance, advice and external contact details for officer use.  <u>Next Steps</u> 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 deadlines to be defined.
6	<b>Recommendation</b> Immediately, forces should take steps to ensure they are fully compliant with the NRM process as it evolves and are implementing the requirement placed upon them under the Modern Slavery Act 2015 to notify the Home Office of any individual suspected to be an adult victim of modern slavery or human trafficking.	NEW GREEN	Immediate	A weekly auditing process has been undertaken since September 2017. This is conducted by the Deputy Force Crime Registrar and the process includes reconciliation to FIB data.  Written audit reports are not produced due to the low numbers of offences but feedback is provide to the Victim Code and Crime Standards working group.  This audit will continue as part of the 2018/2019 audit schedule
7	<b>Recommendation</b> Immediately, forces should take steps to ensure they: <ul style="list-style-type: none"> <li>fully comply with national crime recording standard (NCRS) requirements for offences identified as modern slavery and human trafficking and</li> </ul>	NEW GREEN	Immediate	

Recommendations & Areas for Improvement		Status	Due Date	Comment
	<ul style="list-style-type: none"> <li>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.</li> </ul>			

## 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
1	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	<p>HMICFRS: January 2018</p> <p>New deadlines will be assigned and aligned with the joint action plan</p>	<p>A joint London Disclosure Improvement Plan [MPS, CoLP and CPS has been signed-off and published March 2018.</p> <p>As a result the HMICFRS action plan has been revised to incorporate any additional tasks and will be subject of review at the Disclosure Gold Group Meeting chaired by Commander Operations and Security</p> <p>The force has already undertaken some of the work within the HMICFRS action plan and this is being collated.</p> <p>Deadlines for additional tasks have not been specified at this time and</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
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	will be determined subject to review at the Disclosure Group meeting expected to be scheduled for late April 2018.
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	RED	HMICFRS: January 2018  New deadlines will be assigned	



# 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	<b>Action Required:</b> 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.	
Page 109	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	<b>Current Position:</b> 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 National report by HMIC

Published March 2017

There are 5 recommendations; 4 of which apply to force. 2 are complete, 1 is closed because London does not have a ROCU and 1 is white pending the release of national guidance.

Recommendations & Areas for Improvement		Status	Due Date	Comment
Page 910	<p><i>Context: In Recommendation 1a the College of Policing working with the NPCC and APCC should issue national guidance setting out the essential elements of neighbourhood policing which all forces should provide. This to be completed by December 2017.</i></p> <p><b>Recommendation 1b</b> Immediately after the national guidance has been issued, all forces should review their own approach to neighbourhood policing to determine whether the service they provide to local communities meets these guidelines. As soon as practicable thereafter, they should put into effect any necessary changes to implement the national guidance.</p>	WHITE	To be set once national guidance is published	<p>The College of Policing has gone to consultation on its revised guidance – the force has made a submission and final issue of guidance is pending.</p> <p>From the draft guidance consideration may need to be given to the restructuring of resources and responsibilities within Community Policing.</p> <p>[1.1b]</p>

# PEEL: Police Effectiveness 2016 - CoLP

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 111 10	<p><b>Areas for improvement</b></p> <p>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</p>	NEW GREEN	<p>Sept 17 [internal deadline]</p> <p>Now due: January 2018</p>	<p>The role of lead responsible officer [LRO] has been raised to a minimum level of Inspector rank to take responsibility for serious and organised crime intelligence and organised crime mapping. The role and responsibilities of LROs have been documented.</p> <p>Additionally:</p> <ul style="list-style-type: none"> <li>Newly appointed LROs have nominated leads for the PREVENT, PROTECT and PURSUE elements of their management plans.</li> <li>Management plans are reviewed by Directorate Serious and Organised crime leads for compliance.</li> <li>LROs review their management plans to maximise the impact of using partner agencies / third sector organisations where expedient to do so.</li> <li>LROs review their management plans to secure cross-Directorate resources using the tactical tasking and co-ordination process (TTCG).</li> </ul> <p>Actions are reviewed at Directorate level Serious and Organised crime meetings.</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
12	<p><b>Areas for improvement</b></p> <p>The force should improve its understanding of the impact of its activity on serious and organised crime and ensure that it learns from experience to maximise the force's disruptive effect on this activity.</p>	AMBER	<p>Sept 17 [internal deadline]</p> <p>Now due: March 2018</p>	<p>The roles and responsibilities of Lead Responsible Officer have been reviewed and redefined. These roles are now held at a minimum level of Inspector rank.</p> <p>Debrief reports are produced and held centrally on a database, these reports include specific recommendations, progress against which are tracked on the database.</p> <p>Tactics are reviewed at Directorate level serious and organised crime meeting to ensure opportunities are maximised.</p>

# Best Use of Stop and Search Scheme revisit 2016

A Force report by HMIC

Published February 2017

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

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

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

Recommendations & Areas for Improvement		Status	Due Date	Comment
<b>Areas for Enhancement</b> Enhance monitoring data on:				
1	the reason for searches (e.g. drugs) by ethnicity and age	RED	April 2017 [internal deadline]	<b>Action Required:</b> The force accepted HMICs suggested enhancements but determined there were issues with existing systems in producing this information.  <b>Current position:</b> The introduction of Niche in October '17 was expected to improve this situation and establishing a reporting capability by January 2018 was anticipated. An external specialist was tasked to create the required business objects reports but the resultant reports were not fit for purpose as there was low confidence that all the required data was being captured. The force has engaged with Northamptonshire Police to utilise and adopt their reports – this has resulted in system issues being identified which have been part resolved and others are actively being pursued. Other forces using Niche are also being approached to identify the best
2	the rate at which the item searched for is found, by ethnicity and age	RED	Due: January 2018	
3	Individual officer/team data – totals, outcomes and find rate, by ethnicity and age.	RED	Now due within 3 months of committing resources	

Recommendations & Areas for Improvement		Status	Due Date	Comment
				<p>reports to use, this research is ongoing.</p> <p>In order to overcome this issue I&amp;I have developed a series of proposals which are currently in draft for consultation. In order to meet growing reporting requirements the Force may need to identify and invest in improved reporting tools, uplift or reallocate existing performance/ management information staff and enhance IT support. As not to delay the Force's response to this important area of inspection, I&amp;I specialist analytical and research staff had been identified to provide an uplift in capability and capacity. A recent decision to review analytical and research posts in I&amp;I, puts delivery of this work at further risk. Once the necessary approvals have been given to release these posts the reports for this specific issue could be made available to the Force, Members and the Public within no more than 3 months of committing resources. Releasing the I&amp;I posts would provide the Force with the necessary uplift in data and analysis to provide an effective route to compliance with Best Use of Stop and Search; as well as moving a number of HMICFRS Areas for Improvement from Red to Green.</p>

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

## PEEL: Police Legitimacy 2016 - CoLP

A Force report by HMIC

Published December 2016

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

5 are relevant to the City of London Police and now complete or closed

Page 116

Recommendations & Areas for Improvement		Status	Due Date	Comment
	<b>Areas for improvement</b> The force should improve how it demonstrates that it has taken action to improve how it treats all the people it serves.	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	<b>Action Required:</b> I. Build communications channels both internal and external to enable information to be received.  <b>Current Position:</b>



Recommendations & Areas for Improvement		Status	Due Date	Comment
				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 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	<p><b>Action Required:</b></p> <p>II. Engage with businesses in the City to establish if, via their internal communications functions, we can build a City workers' forum. [1.3]</p> <p><b>Current Position:</b></p> <p>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.</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
Page 118		GREEN	April 2017	<p><b>Action Required:</b></p> <p>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]</p> <p><b>Current Position:</b></p> <p>Fortnightly electronic Skyline news bulletin has been launched with invitations sent via existing CoL and CoLP databases to subscribe (free). This is also being promoted at regular business and community engagement working groups.</p> <p>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.</p> <p>A City Police Communities page has been launched on Facebook for specific engagement with resident communities.</p>
		NEW GREEN	<p>Original: April 2017</p> <p>Now due: February 2018</p>	<p><b>Action Required:</b></p> <p>I. External website to be redesigned to include a 'you said, we did' section. [1.5]</p> <p><b>Current Position:</b></p> <p>In January 2018 the external website was updated and the second section of the home page (known as the 'explore bar') was updated to reflect the force priorities. Project Servator was also given its own space along with Stop and Search. The main highlights carousel on the website is now used to promote content that supports campaigns and initiatives that support our priorities.</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
		GREEN	April 2017	<p><b>Action Required:</b>  <i>II.</i> Have 'you said, we did' as content on our Twitter feed [1.6]</p> <p><b>Current Position:</b>            Twitter and Facebook activity took place between 24<sup>th</sup> April and 5<sup>th</sup> May 2017, including 'you said, we did' materials. An evaluation of the first campaign is being undertaken.</p> <p>The content for a second wave of social media activity took place September 2017.</p>
Page 119	<p><b>Areas for improvement</b>            The force should improve how it manages individual performance of its officers and staff.</p>	NEW CLOSED	<p>March 2017</p> <p>Now due: February 2018</p>	<p>The force has established a Performance Development Action Plan with a timeline for delivery of February 2017.</p> <p>The Talent Development Strategy has been produced against this plan with its own delivery which was agreed at Strategic Workforce planning meeting December 2017.</p> <p>This action is closed since it has been listed as an area for improvement within the PEEL Legitimacy 2017 force level report and progress monitored at this level.</p>

## PEEL: Police Efficiency 2016 CoLP

A Force report by HMIC

Published November 2016

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

5 are relevant to the City of London Police and complete.

Recommendations & Areas for Improvement		Status	Due Date	Comment
5	<b>Areas for improvement</b> City of London Police should review the capabilities of its workforce so it can identify and put plans in place to address any gaps. This will enable the force to be confident in its ability to meet current and likely future demand efficiently.	NEW GREEN	March 2017 [Internal deadline]  Now due April 2018	This work has been addressed in the Workforce Plan to an extent and further developed by the use of Deloitte consultants who have reported. Findings from the Deloitte report have been developed into a plan and a series of briefings to the workforce by Commander Operations took place in September 2017.  A skills audit has been completed for police officers and Police staff.

## BEEL: Police efficiency 2015

As 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.	NEW GREEN	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 commenced in December 2017 for Police staff and is now complete. 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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