



Performance and Resource Management Sub (Police) Committee

Date: FRIDAY, 29 JUNE 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)(Co-Opted)
Caroline Mawhood (External Member)(Co-Opted)

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Next Meetings: 23 Nov 2018 6 Feb 2019

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 26 April 2018.

For Decision
(Pages 1 - 10)
4. **OUTSTANDING REFERENCES**
Report of the Town Clerk.

For Information
(Pages 11 - 32)
5. **YTD PERFORMANCE VS. MEASURES**
Report of the Commissioner of Police.

For Information
(Pages 33 - 64)
6. **HMICFRS INSPECTION UPDATE**
Report of the Commissioner of Police.

For Information
(Pages 65 - 94)
7. **INTERNAL AUDIT UPDATE**
Report of the Chamberlain.

For Information
(Pages 95 - 120)
8. **HR MONITORING INFORMATION 2017/18**
Report of the Commissioner of Police.

For Information
(Pages 121 - 142)
9. **CAPITAL AND REVENUE OUTTURN 2017/18 [TO FOLLOW]**
Joint Report of the Chamberlain and the Commissioner.

For Decision

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

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

12. **EXCLUSION OF THE PUBLIC**

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

Item No.
13-15

Paragraph(s) in Schedule 12A
3

For Decision

Part 2 - Non-Public Agenda

13. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the last meeting, held on 26 April 2018.

For Decision
(Pages 143 - 146)

14. **NON-PUBLIC OUTSTANDING REFERENCES**

Report of the Town Clerk.

For Information
(Pages 147 - 148)

15. **DEMAND AND VALUE FOR MONEY REVIEW / COLP TRANSFORM
PROGRAMME UPDATE**

Report of the Commissioner of Police.

For Information
(Pages 149 - 200)

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

17. **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, 26 April 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)
Deputy Keith Bottomley
Tijs Broeke
Andrew Lentin (External Member)

Kenneth Ludlam (External Member)
Caroline Mawhood (External Member)
Lucy Sandford (External Member)

Officers:

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

1. APOLOGIES

Apologies were received from Deputy Doug Barrow.

The Chairman noted that this would be Lucy Sandford's final meeting of the Performance and Resource Management Sub-Committee and thanked her for her valuable contribution.

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 of the last meeting, held on 1 February 2018.

The Chairman noted that, under *Item 12 – Deep Dive: CR23 Police Funding Risk*, the “Business Rate Premium” should be referred to rather than the “Premium Rates”.

The Chairman noted that, under *Item 7 – Projects and Programmes Presentation*, the Assistant Commissioner had explained that Police telephony had suffered from significant issues. He asked for an update on their status

and the Assistant Commissioner confirmed that this had been actioned and the issues were expected to be resolved by September of this year. (1)

RESOLVED – That the minutes be approved.

4. **OUTSTANDING REFERENCES**

The Sub-Committee received a report of the Town Clerk that summarised the actions from the last meeting, held on 1 February 2018.

Reporting Schedule

The Chairman noted that the proposed meeting schedule had been circulated some time ago but was awaiting confirmation from the Chamberlain's department before meeting dates could be confirmed. The Chamberlain explained that they would confirm these in the next few days. (2)

Public Order Open Day

The Chairman asked what the Member uptake on the event on 20 June was. The Town Clerk agreed to confirm and feed back on this. (3)

Programme Management Capability

The Chamberlain explained that the Project Management Office within the Town Clerk's Department were undertaking work to improve the project management across the whole organisation. She explained that they would employ tools to ensure that project processes could be monitored and understood by those who were not finance experts.

A Member noted that meetings of the Police Accommodation Programme did not appear to have financial oversight and asked if this was now going to happen. It was noted that the Chamberlain was now personally sitting on the project board, providing oversight especially for any major projects such as this.

A Member asked if this would apply to the IT Transformation Programme. The Chamberlain explained that the priority would be to focus on the most major projects, with the engagement of a project/programme accountant on relevant projects though if it was felt that there was a shortfall in financial expertise on a project then they would be obliged to act. The Member noted that the Police IT Transformation would be a significant programme and asked if this would be allocated a specific resource. The Chairman agreed, referencing a previous report to this sub-committee that quoted a projected cost of £10-20m. The Chamberlain confirmed that a project of this size would certainly be subject to additional financial oversight. The Assistant Commissioner confirmed that a road map would be set out for this programme.

A Member noted that there needed to be a careful balance when financially overseeing a project to allow the project manager to retain control of the process. The Chamberlain agreed.

Stop and Search

The Chairman explained that there were still some areas of real concern marked as “RED”, and therefore this action should not yet be marked as complete. (4)

IT Transformation Report

It was confirmed that this was planned to be submitted to the May meeting of the Police Committee.

RESOLVED – That the report be received.

5. INTERNAL AUDIT UPDATE

The Sub-Committee received a report of the Chamberlain that provided Members with an update on the work of Internal Audit undertaken for the City of London Police since the last report in February 2018.

The Chamberlain explained that they were currently finalising the audit, with the Audit Plan being reviewed by the Commissioner and Assistant Commissioner. He confirmed that he would feed back on progress in due course.

The Chairman noted that it was disappointing that a number of recommendations had still not been implemented and their target completion dates had been revised from March to September. He asked that increased efforts be made to action these as soon as possible. The Assistant Commissioner explained that a number of the outstanding recommendations were minimal, could be completed relatively easily and offered to provide further details of these if required outside the meeting. A Member stated that they were glad of this.

A Member asked for an explanation of the Leavers’ Salary Overpayments recommendation highlighted within the report appendix 2. The Assistant Commissioner explained that there had been a clerical error in which an email was missed, leading to accidental overpayments. The Member noted that there were two instances of this and noted that this was very concerning. The Chamberlain explained that they were now confident that the issue leading to the error in both cases had now been resolved.

A Member noted the number of recommendations relating to Police-seized goods. The Chairman requested that the CoLP provide a brief update note on this to Members prior to the next meeting. (5)

The Chairman noted that Programme Management benefits realisation tracking was marked as a RED risk and asked for confirmation of when this would commence. The Assistant Commissioner explained that work with consultants had been undertaken, with the system now ready to be briefed to the relevant staff. He explained that it was just a case of implementing the procedures that were now in place. He asked if a separate report on benefits realisation and tracking from the Force Change Portfolio board should be submitted to this sub-committee and the Chairman suggested that it simply be included as part of existing reports around the Demand and Value for Money/Transform Programme.

A Member asked the Head of Internal Audit and Risk Management what their perception of the current status of the CoLP's audits were. The Chairman noted that this would feed into discussion under *Item 12 – Demand and Value for Money Review/Transform Programme Update*. The Chamberlain explained that there were a number of areas that remained RED risks, but the majority of work was around AMBER risks for which they were working closely with CoLP to resolve. A second Member asked for a comparison with the status this time last year and the Head of Internal Audit and Risk Management explained that there had been a slight shift towards RED risks. The Member asked if this would influence audit focus for next year and the Head of Internal Audit and Risk Management confirmed that it would.

The Chairman asked for an explanation of the fieldwork for the corporate wide audit as referenced in paragraph 5 of the covering report. The Head of Internal Audit and Risk Management explained that this fieldwork was complete, and a draft audit report would be submitted to the next meeting. (6)

RESOLVED – That the report be received.

6. **Q4 PERFORMANCE VS MEASURES**

The Sub-Committee received a report of the Commissioner of Police that summarised Police performance against the measures set out in the Policing Plan 2017-20 for the period 1 April 2017 to 31 March 2018.

Measure 1 – Number of Crimes

The Assistant Commissioner explained that CoLP were ranked in the top 3 forces at suppressing the national trend towards increasing crime rates.

Measure 6 – Violent Crime

The Assistant Commissioner noted that there was a slight increase in violent crime.

Measure 8 – Public Order

The Assistant Commissioner explained that there had been a challenge in recruiting public order officers, but that this was now resolved.

Measure 9 – Acquisitive Crime

The Assistant Commissioner explained that there had been a rise across London in acquisitive crime, but that good collaborative work was ongoing with the MPS and BTP, such as Operation Gondola, and had produced good results. He explained that a new crime prevention strategy and the current patrol strategy would hopefully reverse the current trend. The Chairman noted that there had been good joint working with the London Ambulance Service (LAS).

The Chairman illustrated concerns around data presentation, referencing some gaps in the data for Measure 10 which may be attributable to challenges relating to NICHE or resourcing. The Assistant Commissioner explained that there had been good collaboration with other police forces in order to resolve some teething problems with the NICHE system. He explained that, although

extracting the data manually had proved time-consuming and difficult, the data yielded was accurate. The Chairman asked if this method was a temporary fix or a longer-term solution. The Assistant Commissioner explained that there were adjustments to be made with reports that had already been used by the East Midlands team. A Member asked when the issues would be resolved to the point that the system is effective. The Assistant Commissioner explained that it was hoped they would be resolved very quickly, as any critical IT issue would be. The Chairman asked for a note to be circulated to Members summarising the outcomes of the CoLP meeting to address the current issues. (7). The T/Detective Chief Superintendent of Economic Crime emphasised that, regardless of the current issues faced, the implementation of NICHE provided a significant improvement over the previous system.

The Chairman noted that, within the main report under Measure 1, the commentary provided did not match the timeframe set out within the data table.

The Chairman asked for an update on knife crime. The Assistant Commissioner explained that, although the City of London was not immune to the national rising trend, their figures were good by comparison with other areas. He explained that there had been beneficial joint operations with the MPS, such as Operation Sceptre, and significant arrests had been made.

The Assistant Commissioner noted that CoLP had agreed a pan-London review on homicide, meeting with the MPS and BTP to formulate a service strategy. He explained that CoLP had provided a major incident team to investigate a homicide occurring on the borders of the City of London which was technically on MPS ground. He explained that CoLP hoped to become a major contributor in the pan-London response effort.

A Member asked what thefts fell within the category of “all other thefts”. The Chairman noted that this had also been asked at Police Committee, and the Assistant Commissioner agreed that a breakdown would be circulated to Members of both committees. (8)

A Member noted that the night-time economy was a major contributing factor in violent crimes and asked what the CoLP’s strategy was in addressing this. The Assistant Commissioner explained that joint-collaboration with the Licensing Committee and licensees had meant a great deal of work had been achieved in this area. There had been a number of enforcement operations to address these issues, such as that in Bishopsgate in which a “mobile police station” had been deployed.

The Chairman noted that Counter-Terrorism hostile reconnaissance reports had reduced significantly and requested that the number and outcomes of Project Servator operations be tracked within this report going forward. (9)

The Chairman noted that the numbers in the table representing Measure 3 – Cyber Attack did not add up.

The Chairman noted that there had been a reduction in the number of City-based reports of Measure 4 – Fraud. The T/Detective Chief Superintendent of Economic Crime explained that this reduction was due to the significant number of boiler room operations that had taken place the previous year.

A Member asked if Fraud policing outcomes were scrutinised. The T/Detective Chief Superintendent of Economic Crime explained that this was the role of the Economic Crime Board that would meet next on 27 April 2018.

The Chairman noted that there had been a large jump in sexual offences in March and asked for an explanation of this. The Assistant Commissioner agreed to feed back to Members but suggested it may be related to recent efforts to report historic offences. (10)

The Chairman noted that the report described harassment offences as having “low impact on the victim” and requested that report authors be more careful in their use of wording in future.

The Chairman asked for clarity on the final sentence under the activity section relating to Measure 6 – Victim Based Violent Crime, relating to an audit of all personnel connected with firearms and explosives licences. The Assistant Commissioner agreed to feed back to the Chairman. (11)

A Member noted that there were a lot of complaints relating to cyclists, especially around Bank Junction. He explained that there was a lack of useful data here to provide an accurate portrayal of the issues. He thanked those CoLP staff and officers involved in the recent pedal bike enforcement which had provided a high-profile, visible and well-received response to the complaints. The Assistant Commissioner explained that CoLP’s response to issues was based on a prioritisation of resources based on the level of information reported. He emphasised that if people do have grievances, then they are encouraged to report them to CoLP so they can be prioritised accordingly through the Tactical Tasking meeting. A second Member noted that there had been a significant increase in the number of cyclists across London and so providing the appropriate Police response to the related issues would always be challenging. A third Member asked if Cycle Superhighways were given a separate consideration to standard road highways. The Assistant Commissioner confirmed that this was not the case.

The Chairman asked why there was data missing from Measure 8 – Public Order and Protective Security. The Head of Strategic Development explained that this data had not been available at the time of report submission deadline but was now available and could be tabled. The Chairman emphasised the importance of having the data included within the published report.

The Chairman asked for an update on the progress of actions to address CoLP’s lack of level 2 trained officers. The Assistant Commissioner explained that there had been a challenge in maintaining resource in this area for any period of time, resulting from a cycle where staff numbers would be under

pressure. He confirmed that they were confident that this had now been resolved.

The Chairman asked for confirmation of the number of respondents surveyed for Measure 10 – Victim Satisfaction. The Assistant Commissioner agreed to feed back this information. (12)

A Member asked when the recommendations in relation to Victim Satisfaction would be implemented, and whether they had been effective. The Member asked if the second recommendation, calling for an analysis of dissatisfied victims, was deliverable. The Assistant Commissioner explained that a slightly more assertive approach to measuring victim satisfaction had been employed, though could not confirm the exact dates this had been implemented.

The Assistant Commissioner agreed to bring CoLP's Action Plan to improve victim satisfaction back to this sub-committee. A Member requested that it also be submitted to the Professional Standards and Integrity Sub-Committee. (13)

A Member noted that visible policing has an effect on satisfaction levels, as in the case of road safety. He also noted that dissatisfaction was not always necessarily reported. The Assistant Commissioner explained that Road Safety was a top 7 priority and was always looked at as part of the action plan and tasking strategy in collaboration with CoLC. A second Member asked how the City compared with other areas in London. The Head of Strategic Development explained that the MPS does not carry out a comparable survey for wider London. The first Member commended CoLP for their approach and noted that other Police forces could learn from their example in this regard.

A Member asked if addressing road safety issues meant deploying more officers on the street. The Assistant Commissioner explained that a more rigid patrol strategy was now in place, featuring daily meetings, and a visible difference in terms of uniform policing.

A Member noted that 542 respondents to the survey appeared to be a low number and suggested that the validity of the results may be questionable as a result. He asked if it would be possible to action a media campaign to promote this. The Assistant Commissioner explained that the Director of Communications had a strategy in place for this and agreed to feed back further details. (14)

The Chairman noted that Antisocial Behaviour statistics were now included within the report and thanked CoLP for doing so.

RESOLVED – That the report be received.

7. HMICFRS INSPECTION UPDATE

The Sub-Committee received a report of the Commissioner of Police that provided Members with an overview of activity undertaken in response to reports published by HMICFRS.

The Chairman noted that the recent inspection report had rated all items as good, as well as CoLP's response to the London Bridge terror attacks.

The Assistant Commissioner emphasised that it was very important to recognise the challenge that CoLP had faced over the last year so they were very pleased with the outcome of this inspection. He noted that only two Police Forces in the country were rated as "outstanding", and only Durham Police Force in all areas.

The Head of Strategic Development explained that the new form of Integrated PEEL Assessments will commence in September, with a focus on organised crime.

The Chairman illustrated his approval of the positive results and the ambition to strive for "outstanding".

The Chairman requested to be given sight of a current draft of the workforce plan as referenced within the report, due for publication in September 2018. (15).

A Member asked if we were working towards a 5-year workforce plan and the Assistant Commissioner confirmed that they were working with a rolling plan as a live document, subject to significant changes over the next 6 months. He confirmed that the plan would be submitted to this sub-committee. The Chairman reiterated that he wanted to be given sight of a draft before it is submitted to the November meeting.

The Chairman noted that the recommendation around disclosure issues was rated as a RED risk, not GREEN as had been promised at the previous meeting. The Head of Strategic Development explained that it should be marked as GREEN. The Chairman asked for the action taken to implement this recommendation to be confirmed. (16)

The Chairman queried the RED risks around Stop and Search. The Assistant Commissioner explained that there had been an issue with Q4 data extraction which has now been resolved. He also noted that there had been an issue raised around stop and search training provision, since addressed by a schedule of training. He explained that this area should now be ready to move to GREEN. The Chairman requested that stop and search statistics and the training plan be submitted to the next meeting. (17)

A Member noted that some areas marked for improvement were concerning, such as public protection and community engagement. The Head of Strategic Development noted that the HMICFRS's commentary on their causes for concern referenced the national perspective. It was also noted that these were 'AMBER' which meant they are in progress and still within the timescale to be delivered set by the Force or HMICFRS as per the AMBER definition.

RESOLVED – That the report be received.

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

There were no questions

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

There was no further business.

10. **EXCLUSION OF THE PUBLIC**

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

11. **NON-PUBLIC MINUTES**

The Sub-Committee considered the non-public minutes of the last meeting, held on 1 February 2018.

RESOLVED – That the minutes be approved.

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

The Sub-Committee received a report of the Commissioner of Police that updated Members on the progress relating to the Demand and Value for Money Review.

RESOLVED – That the report be received.

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

There were no non-public questions.

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

There was one urgent non-public item of business.

The meeting closed at 12.55 pm

Chairman

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PERFORMANCE AND RESOURCE MANAGEMENT SUB (POLICE) COMMITTEE

29 JUNE 2018

OUTSTANDING REFERENCES

No.	Meeting Date & Reference	Action	Owner	Status
1.	26/04/18 Item 3 - <i>Minutes</i> Police Telephony	<p>The Assistant Commissioner had explained that Police telephony had suffered from significant issues. The Chairman asked for an update on their status and the Assistant Commissioner confirmed that this had been actioned and the issues were expected to be resolved by September of this year.</p> <p>Update 30-05-18: This originally related to a specific issue with recording of calls but an upgrade is now taking place across the Police telephony network in order to future proof it. A Gateway 3/ 4 report was submitted to the Project Sub Committee's and Police Committee's May meetings and currently the project is on track to deliver by September/October.</p>	CoLP	PROJECT DUE SEPTEMBER 2018

2.	<p>26/04/18 Item 4 - <i>Outstanding References</i></p> <p>01/02/18 Item 4 - <i>Outstanding References</i></p> <p>Reporting Schedule</p>	<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"> i. Financial Performance & Budgets ii. Demand and Value for Money iii. Major Programmes/Projects <p>This will ensure that sufficient time is available to facilitate a more detailed discussion in each case.</p> <p>Update 30-05-18: The financial reporting schedule has been agreed, though the first deadline for the Revenue & Capital Outturn Report 2017/18 was unable to be met owing to staffing issues previously highlighted to Members.</p> <p>CoLP require clarification from Members on which Project/Programme reports should come to this Sub-Committee.</p>	Town Clerk/ Chamberlain/ CoLP/ Chairman	OUTSTANDING
3.	<p>26/04/18 Item 4 - <i>Outstanding References</i></p> <p>01/02/18 Item 4 - <i>Outstanding References</i></p> <p>Public Order Open Day</p>	<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>23-03-18: Date confirmed as 20th June 2018.</p> <p>26-04-18: The Chairman asked what the Member uptake on the event on 20 June was. The Town Clerk agreed to confirm and feed back on this.</p> <p>Update 06-06-18: 3 Members expressed an interest in attending, though many were unable to attend the original date of 20 June. Durham Lamb has made contact and a new date will be arranged to suit all.</p>	CoLP	OUTSTANDING

4.	<p>26/04/18 Item 4 - <i>Outstanding References</i></p> <p>01/02/18 Item 10 - <i>HMICFRS Update</i></p> <p>Stop and Search</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>The Chairman explained that there were still some areas of real concern marked as “RED”, and therefore this action should not yet be marked as complete.</p> <p>Update 30-05-18: The update on Stop and Search Inspection and this OR is covered in the regular HMICFRS update on the agenda. There is now only one area that the Force is still currently unable to report on for Stop and Search which is reason for searches (e.g. drugs) by ethnicity and age. There is also a further OR below at no 17 regarding the training plan where a full update is given against that OR too. (See Appendix 8)</p>	CoLP	OUTSTANDING
5.	<p>26/04/18 Item 5 - <i>Internal Audit Update</i></p> <p>Police-Seized Goods</p>	<p>A Member noted the number of recommendations relating to Police-seized goods. The Chairman requested that the CoLP provide a brief update note on this to Members prior to the next meeting.</p> <p>Update 15-06-18: Full details are in the Internal Audit Update on the agenda but in short, for Police Seized Goods Audit good progress has been made: of the 13 Recommendations that were shown as outstanding at the April meeting- 8 have been sufficiently evidenced; 1 has been closed; 1 the risk has been accepted by the AC and 2 remain to be evidenced.</p>	CoLP	<p>COMPLETE – On the Agenda</p>

6.	26/04/18 Item 5 - <i>Internal Audit Update</i> Corporate Audit (Police Accommodation) Draft Report	<p>The Chairman asked for an explanation of the fieldwork for the corporate wide audit as referenced in paragraph 5 of the covering report. The Head of Internal Audit and Risk Management explained that this fieldwork was complete, and a draft audit report would be submitted to the next meeting.</p> <p>Update 19-06-18: Where findings and recommendations from corporate-wide audit reviews impact on the City Police details will be reported at the following sub-committee meeting. The Chamberlain's Internal Audit team have agreed to provide a verbal update at this meeting in the meantime.</p>	Chamberlain	DUE JUNE 2018
7.	26/04/18 Item 6 - <i>Q4 Performance vs Measures</i> NICHE Issues Update	<p>The Chairman asked for a note to be circulated to Members summarising the outcomes of the CoLP meeting scheduled to address the current issues with the NICHE system.</p> <p><i>Circulated via email on 18-06-18</i></p>	CoLP	COMPLETE – See Appendix 1
8.	26/04/18 Item 6 - <i>Q4 Performance vs Measures</i> Acquisitive Crime “Other Thefts”	<p>A Member asked what thefts fell within the category of “all other thefts”. The Chairman noted that this had also been asked at Police Committee, and the Assistant Commissioner agreed that a breakdown would be circulated to Members of both committees.</p> <p><i>Circulated via email on 04-05-18</i></p>	CoLP	COMPLETE – See Appendix 2
9.	26/04/18 Item 6 - <i>Q4 Performance vs Measures</i> Project Servator Tracking	<p>The Chairman noted that Counter-Terrorism hostile reconnaissance reports had reduced significantly and requested that the number and outcomes of Project Servator operations be tracked within the Performance vs Measures report going forward.</p> <p>Update 20-06-18: Stats attached at appendix 3. This will be reported in the regular update for the CT measure at each meeting going forward.</p>	CoLP	COMPLETE – See Appendix 3

10.	26/04/18 Item 6 - <i>Q4 Performance vs Measures</i> Sexual Offences Increase	The Chairman noted that there had been a large jump in sexual offences in March and asked for an explanation of this. The Assistant Commissioner agreed to feed back to Members but suggested it may be related to recent efforts to report historic offences. <i>Circulated via email on 06-06-18</i>	CoLP	COMPLETE – See Appendix 4
11.	26/04/18 Item 6 - <i>Q4 Performance vs Measures</i> Firearms/Explosives Licence Audit	The Chairman asked for clarity on the final sentence under the activity section of the Performance vs Measures report relating to Measure 6 – Victim Based Violent Crime, relating to an audit of all personnel connected with firearms and explosives licences. The Assistant Commissioner agreed to feed back to the Chairman. <i>Sent to Chairman via email on 23-05-18</i>	CoLP	COMPLETE – See Appendix 5
12.	26/04/18 Item 6 - <i>Q4 Performance vs Measures</i> No. of Survey Respondents	The Chairman asked for confirmation of the number of respondents surveyed for Measure 10 – Victim Satisfaction. Update 01-06-18: All victims have the opportunity to participate in the satisfaction survey. Below are the number of actual respondents by quarter: Q1-110 Q2-124 Q3-135 Q4-111	CoLP	COMPLETE

13.	<p>26/04/18 Item 6 - <i>Q4 Performance vs Measures</i></p> <p>Victim Satisfaction Action Plan</p>	<p>The Assistant Commissioner agreed to bring CoLP's Action Plan to improve victim satisfaction back to this sub-committee. A Member suggested that it might also be submitted to the Professional Standards and Integrity Sub-Committee.</p> <p>Update 30-05-18: The Force has a Victims Code and Crime Standards Working Group chaired by the Detective Superintendent Crime. The working group runs a rolling action log which is effective for their purposes but is not suitable for presentation. There are recommendations as identified by FIB as part of their analysis of the results of the survey which are being taken forward by the VC&CS working group and these are shown in Appendix 6 alongside the D/ Supts responses.</p>	CoLP	<p>COMPLETE – See Appendix 6</p>
14.	<p>26/04/18 Item 6 - <i>Q4 Performance vs Measures</i></p> <p>Survey Promotion Strategy</p>	<p>A Member noted that 542 respondents to the survey appeared to be a low number and suggested that the validity of the results may be questionable as a result. He asked if it would be possible to action a media campaign to promote this. The Assistant Commissioner explained that the Director of Communications had a strategy in place for this and agreed to feed back further details.</p> <p>Update: 30-05-18: Last year CoLP undertook an extensive campaign to promote the survey via social media and email, utilising all the channels available to us, including asking CoL officers to send to their distribution lists and extending across our network. The survey was also made available to journalists focusing on local matters but received minimal interest. There were however approximately 100 more responses to the 2017 survey than in 2016.</p> <p>In order to increase participation in the survey further, it has been assessed that we will need to engage a specialist market research agency, and I have been working with City Procurement to engage with relevant companies to provide this service.” - CoLP Corporate Communications Director</p>	CoLP	<p>COMPLETE</p>

15.	26/04/18 Item 7 - <i>HMICFRS Inspection Update</i> Draft Workforce Plan	<p>The Chairman requested to be given sight of a current draft of the workforce plan as referenced within the report, due for final publication in September 2018.</p> <p>Update 15-06-18: This is still being refreshed with financial data owing to the lack of staff recently in Financial Services this has taken longer than anticipated.</p>	CoLP	OUTSTANDING
16.	26/04/18 Item 7 - <i>HMICFRS Inspection Update</i> Disclosure Issues	<p>The Chairman noted that the recommendation around disclosure issues was rated as a RED risk, not GREEN as had been promised at the previous meeting. The Head of Strategic Development explained that it should be marked as GREEN. The Chairman asked for the action taken to implement this recommendation to be confirmed.</p> <p>Update 24-05-18: An update report on all the activity around Disclosure that the Force is undertaking was submitted to the Police Committee on 24 May, the HMICFRS update has been updated and this area is now GREEN.</p> <p><i>Circulated via email to Members not on the Police Committee on 20-06-18</i></p>	CoLP	COMPLETE
17.	26/04/18 Item 7 - <i>HMICFRS Inspection Update</i> Stop and Search Stats/Training Plan	<p>The Chairman requested that stop and search statistics and the training plan be submitted to the next meeting.</p>	CoLP	COMPLETE – See Appendix 7

18.	<p>30/11/17 (8) Item 4 - <i>Outstanding References</i></p> <p>26/09/17 Item 5 - <i>Internal Audit Update Report</i></p> <p>IT Transformation Report</p>	<p>The Chamberlain explained that Audit & 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>08-12-17: The Director of IT suggested that it might be more productive to forward the next iteration of the draft that will go to IT Sub-Committee in February to the following meeting of PRM in April.</p> <p>Update 26-04-18: This was submitted to the Police Committee on 24 May.</p> <p><i>Circulated via email to Members not on the Police Committee on 20-06-18</i></p>	Director of IT	COMPLETE
19.	<p>30/11/17 (9) Item 8 - <i>HR Monitoring Information 1st April 2017 – 30th September 2017</i></p> <p>Report Template Discussion</p>	<p>The Chairman agreed that the omission of HR reports meant strategic insights were being missed. The Assistant Commissioner suggested that the CoLP and any interested Members sit down to develop an updated template for this report.</p> <p>17-01-18: This is still to be progressed. However, the next HR Monitoring report is not due to the Sub Committee until the June Meeting. This will be progressed asap in order to develop the template accordingly.</p> <p>Update 23-05-18: A draft report was sent through to the Town Clerks' policy officers for consultation and feedback, and is on the agenda.</p>	CoLP/ Members	COMPLETE – On the Agenda

Outstanding Reference: 7 - NICHE Issues Update

Response from: Assistant Commissioner, Chief Supt. McGinley, CoLP
Response to: Performance and Resource Management Sub-Committee

"The 'Operational Systems Group' oversees many of our systems. This provides the platform for user, technical and business change issues to be discussed. It provides a central area to consider change control and continuous improvement.

The group met to discuss the Niche Snagging List. The issues are currently being categorised into areas such as:

- Technical*
- Business change*
- Management information*
- User based problems*

The main issues we see currently fall under management information and adapting to change.

Within the force there is a significant gap in knowledge as to the configuration of Business Objects. We have many users but with differing levels of knowledge. Importantly the configuration skills gap is critical in order for all users to set up reports correctly. The force has identified a trained asset within the Corporation IT team who is now assisting, and the force has placed users on training courses. Work is currently underway to design and produce reports correctly.

From a technical perspective, the new Niche platform is designed and configured to improve how the force records many things, abiding by national standards. Looking forward the force will be in a much stronger position. As we launched Niche halfway through a reporting year it has been a challenge to consolidate all records. The force has to configure business objects effectively to recover the data correctly.

Ch. Superintendent McGinley is Chairing meetings twice a week and on 22/05 it was reported that the force is well placed for the Home Office Data Hub Returns. Similarly Stop & Search is well placed. 7 members of staff have been centralised in order to fully deliver the forces statutory and compliance data returns. It is anticipated this will be fully compliant by the end of June. Beyond this the Head of Analysis has been tasked with producing a single force management information requirement for all performance areas.

The Force is optimistic that many of the data issues will be resolved in the near future.

End"

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Outstanding Reference: 8 - Acquisitive Crime “Other Thefts”

Response from: CoLP
Response to: Police Committee, Performance and Resource Management Sub-Committee

“At both the Police Committee on the 12th April and the Police Performance Sub Committee on the 26th April Members asked for more details of what constitutes the Home Office category of ‘all other theft’. The below gives the categories for all other theft and within which is also a category of ‘other theft’ for which there is an explanation of the types of crimes that would be recorded under the other theft crime type.

Crimes Recorded 1/8/16 – 31/7/17 (This data extract is taken pre-NICHE as there are some anomalies currently with NICHE data)

ALL OTHER THEFT	Volume	%
<i>Blackmail</i>	5	0.3%
<i>Making Off Without Payment</i>	25	1.6%
<i>Other theft**</i>	1454	95%
<i>Theft by employee</i>	34	2.2%
<i>Theft from automatic machine (mainly ATMs)</i>	7	0.5%
<i>Theft from dwelling other than machine</i>	1	0.1%
<i>Theft of mail (i.e. from mailbag or in transit/post)</i>	5	0.3%
<i>Dishonest Use of Electricity</i>	0	
Total	1531	

***Other Theft - involves theft of property that is not in the physical possession of the victim. So, for example, theft from a jacket pocket would be Theft From the Person if the victim is wearing the jacket at the time, or Theft Other if the jacket is on the back of a chair. Similarly, if a bag is dipped whilst the victim is carrying it, it would count as Theft from the Person, if the bag is on the floor it would be Theft Other.*

Very Approximately:

- 36% of Theft Other occurs in licensed premises (pubs, bars, nightclubs)
- 13% offices, commercial premises, public sector premises
- 13% on the street
- 11% in coffee bars and restaurants
- 7% gyms
- 5% shops
- 3% Residential estates
- 3% building sites
- 3% hostel/hotels
- 2% hospital/medical premises
- 2% churches and religious premises
- 2% in buses/taxis

Not all thefts are flagged with location type, and so definition can be subjective.”

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Outstanding Reference: 9 - Project Servator Tracking

Response from: CoLP

Response to: Performance and Resource Management Sub-Committee

“Servator Stats

Number of deployments in April was 19

Number of deployments in May was 21 (Royal Wedding)

Outcomes from 1st April to 30th April 2018

Stop/Search: 42

Section 1 PACE 1984: 9

Section 23 Misuse of drugs Act 1971: 31

Section 60 Criminal Justice and Public Order Act 1994: 2

Positive: 31 search to result: 73.81 % (Arrest, drugs warning or FPN)

Negative: 11

Arrests: 27

Intelligence reports: 17

Wraps seized: 194

Cash Seized: £1,973

Motor vehicles seized: 12

Fixed penalty notices: 3

Drugs warnings: 3

Outcome from 1st May-31st May 2018

Stop and Search: 16

Section 1: 4

Sec 23: 11

Positive: 9

Negative: 7

Arrests: 11

the number and outcomes of Project Servator operations will be included in the regular update on Performance –v- Measures and will continue to be so going forward.”

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Outstanding Reference: 10 – Sexual Offences Increase

Response from: Head of Research and Analysis, CoLP

Response to: Performance and Resource Management Sub-Committee

“The sexual offences reported in March 2018 now total 13 (14 reported in the update to the Sub Committee originally, this may be a result of re-classification/ trans crime). Sexual offences are often in single figures for one month- and March’s would have totalled 8 without the 5 historic reports).

Of the 13 offences reported 5 (38%) were historic,

3 reported to have taken place in 2017

1 reported to have taken place between 2015 and 2016

1 reported to have taken place in 2014

2 of which occurred outside of the City, but were reported to CoLP in the City

No pattern or linked crimes have been identified. There has been a general trend in increased reporting of historic cases nationally.”

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Outstanding Reference: 11 – Firearms/Explosives Licence Audit

Response from: UPD Licensing, CoLP
Response to: Chairman, Performance and Resource Management Sub-Committee

“Please find below an explanation from UPD Licensing, of the sentence that was in the Performance –v- Measures report appendix under Measure 6- Victim based violence ‘Activity’ which stated:

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

To put this into context, the above was included to reassure Members that the Licensing Team are contributing to the prevention of any potential serious violent crime by complying with APP guidance to undertake initial and then ongoing background checks at reasonable intervals on all individuals who hold firearms and explosive substance licenses in the City of London. Without these checks some individuals may have gained convictions or come to light in some other way that would deem their access to the firearms/ explosive substance as likely to cause danger to themselves or others.

For example, an individual applies for a shotgun certificate. PNC shows no convictions but a PND check reveals strong intelligence linking the individual with organised criminal activity. CoLP would seek to oppose the application in the interests of public safety believing the subject not to be a fit and proper person to be licensed for any firearm/explosive.

The Licensing Inspector states that these checks have prevented individuals with, for example substance misuse problems, connections to organised crime and a history of violent conduct either holding certificates or working with explosives with companies that specialise in such work.”

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Outstanding Reference: 13 – Victim Satisfaction Action Plan**Response from:** CoLP**Response to:** Performance and Resource Management Sub-Committee

“The Force has a Victims Code and Crime Standards Working Group chaired by the Detective Superintendent Crime. The working group runs a rolling action log which is effective for their purposes but is not suitable for presentation. There are recommendations as identified by FIB as part of their analysis of the results of the survey which are being taken forward by the VC&CS working group and these are shown below alongside the D/ Supts responses.

Recommendation 1 - *Officers should receive individual feedback which has been proven to increase satisfaction in other forces. When 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.*

Management response:

- *As part of the Force Resolution Centre and work the Crime Management Unit is doing we have reviewed routes in for reporting crime and we are reviewing internal processes to reduce the number of people a crime goes through before it reaches the OIC. It is often difficult to level feedback at individuals when a crime may have been handled by a number of Officers. For example a crime could have been trans-crime to us from the MPS, the MPS telephone desk, our Crime Management Unit (CMU) to the Officer in the Case (OIC).*
- *First line supervisors are feeding back to individual officers and giving management advice where there are consistent concerns around handling victims of crime.*

Recommendation 2 - *More in-depth analysis around those victims that are dissatisfied – is it in relation to a certain crime type? A certain profile of victim?*

Management Response:

- *The action log has two actions to take forward to look at call handling and also training for supervisors. Additionally, those victims who have responded to say they are unsatisfied are being called back to drill down into the reasons why to gather more detail as to why they are unhappy.*
- *Head of Research and Analysis has been tasked to look at whether any analysis can be done around satisfaction and crime types to identify where the dissatisfaction seems to be the strongest.*

Recommendation 3- *Making victim care a priority within briefings before officers go out and as a reminder to keep victims informed of progress. Also to award/recognise*

officers that go above and beyond in relation to victim care to emphasise the importance to focus on the victim of a crime.

Management Response:

- *Work is ongoing including briefings and dip sampling with frontline officers and will continue to ensure that they are complying with standards of initial investigation and victim contact.*
- *As part of the Review of compliance with the Victims' Code and victim services led by Claire Waxman, Victims' Commissioner for London. The purpose of the review is to identify opportunities to improve how services support victims in London through their criminal justice journey and will help inform national policy and provision. The Force is linked in to this review and is working with MOPAC on the Pan London approach that is looking at the victim journey with a view to improving their experience."*

Outstanding Reference: 17 – Stop & Search Stats/Training Plan**Response from:** CoLP**Response to:** Performance and Resource Management Sub-Committee***“Prioritisation of Training***

L&D have identified a total of 282 officers/staff as those who need to attend Stop Search training most crucially based on the nature of their roles and who need to be prioritised to attend training first (Priority 1). Of these 80 have already attended face to face Stop Search training, leaving a total of 202 who need to attend training.

Forecasted Training – Breakdown by Directorate

Of the outstanding 202 ‘Priority 1’ officers/staff, the vast majority (176) are from UPD

Forecasted Training – Breakdown by Rank

Of the outstanding 202 officers/staff, the majority (153) are Constables with 25 Sergeants, 6 Inspectors, 10 Dedicated Detention Officers and 8 PCSOs also requiring training.

NCALT Completion Rates for ‘Priority 1’ Officers/Staff who require face to face training

Of the 282 ‘Priority 1’ officers/staff who require Stop Search training, 234 have completed the NCALT package of which 9 have failed to attain the 80% pass mark and 225 have successfully passed. 48 still need to complete the package.

Training Plan

L&D have scheduled 15 training dates between May and December 2018 for Stop Search training to be delivered as below. Duty Planning has worked with L&D to implement a mandatory attendance requirement, whereby officers/staff are allocated to the training, and subsequently require a Ch. Insp authority to cancel with a detailed rationale.

This has placed extra demand on both the L&D and Duty Planning teams but we are now in good shape to deliver the training over the coming months.

- 22/05/2018
- 24/05/2018
- 26/06/2018
- 28/06/2018
- 31/07/2018
- 30/08/2018
- 13/09/2018
- 20/09/2018
- 27/09/2018
- 11/10/2018
- 18/10/2018
- 08/11/2018
- 22/11/2018
- 13/12/2018
- 20/12/2018”

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Committee(s): Police Performance and Resource Management Sub-Committee	Date: 29 th June 2018
Subject: YTD Performance against measures set out in the Policing Plan 2018-21	Public
Report of: Commissioner of Police Pol 56-18	For Information
Report author: Stuart Phoenix, Head of Strategic Development	

Summary

1. This report summarises performance against the measures in the Policing Plan 2018-21 for the period 1st April 2018 to 31st May 2018.
- 2.

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

are doing a good or excellent job.					
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Recommendation

It is recommended that your Sub Committee receives this report and notes its contents.

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Main Report

Background

1. This report presents Force performance against the measures published in your Committee's Policing Plan 2018-21, reporting for the months of April and May 2018. All relevant performance information is contained within Appendix 'A'. Members are asked to note that owing to the desire for this Sub Committee to scrutinise the CoLP financial reports ahead of the Police Committee, the Sub Committee's dates have been recalibrated to fit in with the financial reporting cycle, unfortunately, it therefore no longer synchronises with the performance data reporting quarters. So due to the timing of this Sub Committee performance data is only available for April and May 2018.
2. For the Force Performance Management Group (PMG), measures are graded around whether performance is 'satisfactory', requires 'close monitoring' or 'requires action'. As requested at the Performance Sub-Committee meeting in May 2017 the report to your Sub-Committee continues to reflect the grading reported at PMG and the summary table shows the trend from the previous quarter over a rolling 4 quarter period where available.
3. As with previous performance reports, a broad overview of wider Force performance is also included for Members' information and interest as part this covering report.

Current Position

Overview of Force Performance

4. A comparison with the same period in 2017-18 shows that between 1st April and 31st May 2018.
 - Violence with injury has risen from 50 crimes for April-May 2017/18 to 92 crimes for the same period this year, this represents an increase of 84%.
 - Violence without injury has also seen an increase for the first 2 months of 2018/19 rising from 62 crimes last year to 74 crimes for this reporting period.
 - At the end of May 2018 the total number of crimes reported in the City for the year to date is 1088 rising from 935 for the same period last year, reflecting a 16.36% rise.
5. There remain 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.

6. Vulnerability remains a Force priority this year and is monitored through the Force Vulnerability Dashboard. The Force continues to focus on the issue of suicide attempts and is working to raise awareness of this issue during the FIFA World Cup as this is often linked historically as a period associated with increases in domestic abuse, which often also leads to potential suicide attempts.
7. In addition to those items reported in previous quarterly reports to your Sub Committee, notable Force achievements and activities during the 1st quarter 2018/19 include the following:
 - Project Servator went live across London on 5th April 2018. Teams of Metropolitan Police (MPS) officers have been specially trained to carry out Project Servator deployments, following an 18-month trial of the policing tactics to deter, detect and disrupt a range of criminality, including terrorism. They will work with Project Servator officers from CoLP, British Transport Police (BTP) and the Ministry of Defence Police (MOD) to carry out joint deployments across the capital, including busy areas such as shopping centres, tourist attractions and transport hubs.
 - The Force supported the policing of the Commonwealth Heads of Government Meeting (CHOGM) held between 16th – 19th April across London. The Force provided significant resources in support of this event with officers placed on 12 hour shifts.
 - As a result of a Major Crime Team Investigation three men were sentenced on the 19th April for conspiracy to supply counterfeit identification documents to Albanian men who had entered the UK illegally, these individuals have been jailed for a total of 10 years.
 - The Force officially soft launched its Cyber Griffin initiative on 1st May. This will see specifically trained officers work with communities to deliver three aspects, updates and threat briefings; incident response exercises and advisory groups made up of subject matter experts. Initial response has been good with the first Cyber Griffin Event fully subscribed.
 - On 12th May the Force took part in Op Raptor which was a joint emergency services operation run by the MPS at Heathrow Airport. The exercise was a live action scenario designed to test joint responses to a terrorist incident. The exercises aimed to increase the ability of services to operate effectively together and was attended by members of the Force Tactical Firearms Group and observed by the AC.
 - On 24th May the Cyber Crime unit arrested 2 suspects in Sheffield on suspicion of money laundering as part of a wider investigation into a group involved in fraud enabled by computer takeover. The victim in this case is a City resident who was persuaded to transfer over £73k into two separate bank accounts with a further transfer of £22k prevented.
 - The Force Project Servator Team were deployed in support of Thames Valley Police in the run up to the Royal Wedding with the intention of disrupting, deterring and detecting hostile reconnaissance and wider crime in the area to support the successful policing of this event.

8. There are 11 measures reflected within the Force Plan for 2017/18 reviewing overall crime, the Force Control Strategy priorities, victim satisfaction and public survey around the perception of police within the City.
9. **Measure 1** – This tracks the overall crime picture for the City as information for your Sub Committee. For this period this measure has been assessed as Close Monitoring reflecting the 16.35% rise in crime for the year to date.
10. The next 8 measures reported cover the priority crime, threat & harm areas identified within the Force Strategic Assessment 2017-18, which forms the basis of the Force Control Strategy. The Policing Plan highlighted these as the main priorities for the Force within year and the measures contain a suite of indicators and performance information assessing the capability of the Force to tackle the issue and the impact work is having.
11. Each area of the Control Strategy has an assigned a Plan Owner; at the monthly Tactical Tasking & Co-ordinating Group (TT&CG) the plan owners provide an update as to the progress against their areas. This information is used to inform the plan assessment as to the achievement of each measure. An update is provided in 4 areas, Pursue, Protect, Prepare and Prevent so the plan owner can articulate the progress being made in each area to mitigate the crime/threat area within the City.
12. The reports made to TT&CG are combined with the statistics produced for each area to give the information contained within Appendix A to inform Members of the Force's current position. Measures that are not reported as Satisfactory are summarised below for ease of reference.
13. **Measure 5** – Vulnerable Persons. This measure is reflected as Close Monitoring based on the assessment given at our Tactical Tasking Group. There is an increase in harassment and the number of people attempting suicide in the City continue to be high.
14. **Measure 6** – Victim Based Violent Crime. This continues to rise within the City in line with the national position. The Force has a Violent Crime Task Force (formally Op Sceptre) dedicated to tackling this crime type. The Patrol Strategy will be targeting patrols to hot spot areas within the City and resources will be increased on peak times to address this crime type. Increased footfall in the City has been assessed as one of the drivers for Violent Crime increase with particular reference to the Night Time Economy. More people are coming into the city on a Saturday night, a peak time for violent crime. Over 8,000 accessing Bank/Monument in 2017, compared to under 5,000 2 years ago, (based on TfL figures).
15. **Measure 7** – Roads Policing. This is reflected as Close Monitoring due to a number of specialist vacancies within the Force Roads Policing Team which are being recruited to. It should be noted within the report that there is a change in reporting definitions used by the Department for Transport in how injuries are recorded, this may result in a future increase in the number of injuries recorded as "Serious" nationally which will also impact on how it is recorded in London, including the City.
16. **Measure 8** – Public Order and Protective Security. This remains Close Monitoring reflecting the current resourcing of the public order teams, however, Force recruitment activities should ensure these are filled when the next tranche of

transferees joins the Force in July. There has however been a reduction in protest activity within the City for the first two months of this year.

17. **Measure 9** – Acquisitive crime. Some crime areas continue to show increases on last year – notably shoplifting, burglary and theft from person. The Force is developing a SARA to tackle shoplifting and deploy a number of tactics to address this issue including patrolling of hotspots.
18. **Measure 10** – The fourth quarter survey results for 2017/18 show the Force at 80.2% overall satisfaction for the financial year. This is below 85% and results in the assessment criteria of Close Monitoring. A number of recommendations have been made in order 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. The first quarter results will not be available until July/August for review.
19. **Measure 11** – This measure is an annual measure, the annual survey is scheduled to be conducted in October 2018 and Strategic Development have begun liaising with Corporate Communications around this to ensure it is distributed to as wide an audience as possible as part of the Force wider survey programme.

Background Papers:

- **Appendix 'A' Performance Summary**

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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 assessed as Close Monitoring reflecting the slight year on year increase in overall crime.			
Table of Crime Stats for YTD provided by PIU (Up to 31/05/18)				
	Volume FYTD Previous Year	Volume FYTD Current Year	Frequency Change	Percentage Change
ALL OTHER THEFT OFFENCES	253	254	1	0.4%
ARSON	1	-	-1	-100.0%
BICYCLE THEFT	63	55	-8	-12.7%
BURGLARY - BUSINESS/COMMUNITY	46	60	14	30.4%
BURGLARY - RESIDENTIAL		1	1	-100.0%
CRIMINAL DAMAGE	55	34	-21	-38.2%
DRUG POSSESSION	55	56	1	1.8%
DRUG TRAFFICKING	14	12	-2	-14.3%
HOMICIDE		1	1	-100.0%
MISCELLANEOUS CRIMES AGAINST SOCIETY	23	25	2	8.7%
OTHER SEXUAL OFFENCES	8	14	6	75.0%
POSSESSION OF WEAPONS OFFENCES	6	21	15	250.0%
PUBLIC DISORDER	35	71	36	102.9%
RAPE	7	3	-4	-57.1%
ROBBERY OF BUSINESS PROPERTY	1	4	3	300.0%
ROBBERY OF PERSONAL PROPERTY	3	9	6	200.0%
SHOPLIFTING	123	152	29	23.6%
STALKING AND HARASSMENT	19	34	15	78.9%
THEFT FROM MOTOR VEHICLE	5	26	21	420.0%
THEFT FROM THE PERSON	80	74	-6	-7.5%
THEFT OF MOTOR VEHICLE	19	14	-5	-26.3%
VEHICLE INTERFERENCE	7	2	-5	-71.4%
VIOLENCE WITH INJURY	50	92	42	84.0%
VIOLENCE WITHOUT INJURY	62	74	12	19.4%
Sum:	935	1088	153	16.36%
ANALYSIS				
Identified Issues				
Increases in FYTD figures noted in the following areas:-				
1. Burglary – some offences occur in multi-occupied buildings which count as multiple offences – 7 in one building as one example. Some prolific offenders committing multiple offences.				
2. Possession of weapons – this is in part likely to be due to enhanced security checks e.g. at St Paul’s Cathedral where tourists who are unaware of what constitutes an offensive weapon and have had for example pen knives (3” +) confiscated. Reports of weapons in licensed premises are not often received, security checks/weapon drop bins may uncover more.				
3. Public disorder – one theory was whether this increase was due to early intervention –e.g. a violent assault was prevented because police stepped in early, this theory has been explored, but initial analysis cannot prove this, and would require further analysis and manual trawling of crimes. Much reporting under public disorder relates to low level offending, e.g. shouting abuse.				
4. Shoplifting – offenders from other boroughs contribute significantly to the number of offences in the City, there are prolific offenders who are NFA, and/who have other dependencies e.g. drugs/ alcohol. Many items taken are food and alcohol, this may be for personal use or to sell in order to get money.				

Items stolen from Boots are often sold on and there is some intelligence around the outlets used. Some retailers are reluctant to move high value goods from their position in the store which is often the prevention advice given to the retailer by CoLP.

5. Stalking and harassment – the majority of offences are of harassment not stalking, and involve message sending between partners/ex-partners, employers and ex-employees.
6. Theft from person – pickpocketing (tourist season) and thefts from licensed premises remain an issue.
7. Theft from motor vehicle – prolific offenders contribute to this figure, and are targeted accordingly.
8. Violence with injury and without injury, violent crime has increased. Footfall has also increased with more people coming into the City on Saturday nights as an example– a peak night for violent crime. Over 8,000 accessing Bank/Monument in 2017, compared to under 5,000 2 years ago, (based on TFL figures).

Reasons for decreases in Crime

1. Moped enabled snatch – due to the joint operational activity of Operation Gondola.

What is the Force doing about the issues?

1. Burglary – Control will be monitoring CCTV during the weekends. Prolific offenders targeted and arrested. Security issues will be identified and shared.
2. Possession of weapons – consideration being given to weapon drop-bins, a joint operation at Liverpool Street running with BTP and the Metropolitan Police is likely to recover weapons, and tourist messaging via comms advising visitors not to carry knives in the City – (as they may be legally allowed to at home).
3. Public disorder – the Patrol Strategy directs targeted patrols in hotspot areas and to protest activities. Additional resources are assigned to events e.g. the World Cup games, two key known dates at this point are Monday 18th June 19:00, and Thursday 28th June 19:00, no large screens are known to be planned (those in place are for tennis).
4. Shoplifting– A Shoplifting SARA is being developed.
 - There will be targeted patrols in hotspot areas.
 - A 2 weekly briefing will be identifying repeat locations and stores.
 - There will also be a Top 5 prolific offenders identified for targeting.
 - Continued and increased partnership working will be key to success.
 - Engagement will be made in an effort to 'design out crime' e.g. by moving high-value goods. Engagement will include regional managers and heads of retail as appropriate to solve the issue.
5. Theft from person– Patrol Strategy targeted patrols in hotspot areas. Joint operation Op Gondola re moped enabled snatches has been extended. A problem profile on licensed premises theft is due for completion imminently.
6. Violence with injury – Patrol Strategy targeted patrols in hotspot areas. Increased resources on peak days/times - weekends, and increased resources around World Cup games. 3 daily conference calls to re-direct resources based on crime/intelligence incoming will take place beginning 18/6/18.

(The Patrol Strategy now incorporates the areas of acquisitive crime, violent crime, roads policing and public order)

Increases in offending should be considered in the context of increased footfall as shown by the following TFL figures. (Data on other London underground stations is available).

Saturday Late Station Demand: Bank / Monument

Year	Access	Egress	Interchange
2008	2,049	2,786	7,279
2009	2,553	4,157	6,802
2010	2,025	3,206	6,916
2011	2,338	3,915	7,084
2012	1,961	2,985	5,857
2013	3,243	7,804	7,271
2014	3,753	7,928	6,844
2015	4,816	9,659	6,182
2016	9,217	5,116	5,598
2017	8,236	4,795	5,807

What Impact is the Force having?

Commander Ops has actioned at the Force Tasking meeting that all 4P plans include measures to assess impact.

How have Force activities affected this area?

Burglary – arrests of 5 prolific offenders in who were responsible for multiple crimes.

What of our tactics are working?

Targeting prolific offenders

Where has the Force made a difference with its actions?

Moped enabled Snatch offences have reduced from the beginning of the year, due to the actions under Operation Gondola – a joint operation with the Metropolitan police, snatch offences have increased slightly recently involving pedal cycles, a change of tactic thought to be due to the impact of Operation Gondola..

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	The Force activity and capability is in place to mitigate threat as assessed with TT&CG submission.											
GRIFFIN & ARGUS DATA												
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Number Griffin Attendees	162	368										
Percentage consider Force capable	100%	100%										
Number Argus Attendees	61	110										
Percentage consider Force capable	100%	97.5%										
COUNTER TERRORISM INVESTIGATION DEMAND												
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Number of Investigations processed by CT FMIU	10	9										
Trend	➡	-1										
Year to Date Rolling Total	10	19										
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
Op Lightning Reports 2018-19	11	8										
Trend	⬆	⬇										
ANALYSIS												
Month	Activity					Outcome						
April	The CTSA team supported the security planning for Commonwealth Heads of Government Meeting (CHOGM), conducting reviews of arrangements in place where necessary- in particular the event at the Sky Garden, which was an untested venue.					The building implemented a number of additional security measures, improving the overall security posture of the building.						
	The CTSA team supported the CoL public realm review of a number of locations.					Resulted in the measures being implemented at Millennium Bridge, Barbican Centre and progressing the Gateway process for improved measures at a further 4 key locations in the City						
	Griffin and Argus events					Positive feedback from all events and all attendees						
	Op Lightening (Hostile Reconnaissance					Reports are collated and reviewed to scrutinise the						

	reports)	service provided to members of the public and partners who report suspicious behaviour. Areas of good practice and areas for improvement are identified and samples are fed back to senior management within Special Branch. No reports of note in April?
May	Griffin and Argus- increase in numbers as demand increased.	The CTSA team deliver one Griffin session per month that is hosted in Wood Street for approximately 60-90 people. There is a waiting list for this session, this can result in increased Lightening Reports
	Business Briefings- This number is variable upon what is achievable and demand. Sometimes this can be briefing a small office of 20 people, or a larger department of 80. The numbers indicated above are the number of people briefed, not the individual sessions.	Outcomes from these briefings are not yet collated and analysed. This is work in progress.
	Op Lightening-(Hostile Reconnaissance reports)**	<p>Reporting originated from:</p> <ul style="list-style-type: none"> • Griffin trained security personnel (x 4 reports), • CoLP officers (x 2 reports), • 1 x report from a member of public and • 1 x from a member of CoLP support staff. <p>Incidences were:</p> <ul style="list-style-type: none"> • North of the City (x 4 reports), • South x 2 reports • West 1 x report • East 1 x report <p>Notable locations included Bishopsgate Police Station, the Guildhall, Leadenhall Market, London Bridge, the City of London Magistrates Court and the Old Bailey. Two reports had featured the location of Devonshire Square, however these were unconnected. Five reports had featured individuals engaged in photography, two reports had listed individuals asking suspicious questions to staff at City locations and one report had described a male acting suspiciously / loitering at a location in the early hours of the morning.</p> <p>Five reports have been fully investigated and closed, deemed non-suspicious, with enquiries continuing on the remaining three.</p>
	The Force took part in Exercise Raptor on the 12 th May at Heathrow Airport. The Metropolitan Police ran a joint emergency services exercise along with City of London Police, BTP London Ambulance Service and London Fire and Rescue services.	This was a major live-play exercise designed to test the joint response to a terrorist incident. CoLP Firearms Officers were deployed alongside their MPS colleagues during the Exercise. A de-brief has yet to be held.

**The biggest challenge with Lightning Feedback is getting sufficiently high numbers of feedback in. The current method of requesting feedback is being reviewed and a pilot of using an internet based reporting method to make it easier for members of the public and partners to provide feedback is being developed. The aim for this is to generate more data to guide investigators/management and accurately gauge how the service we deliver can be improved.

In April 2018 there were 19 Days of Servator Deployments.

Stop/Search: 42
Section 1 PACE 1984: 9
Section 23 Misuse of drugs Act 1971: 31
Section 60 Criminal Justice and Public Order Act 1994: 2
Positive: 31 search to result: **73.81 %** (Arrest, drugs warning or FPN)
Negative: 11
Arrests: 27
Intelligence reports: 17
Wraps seized: 194
Cash Seized: £1,973
Motor vehicles seized: 12
Fixed penalty notices: 3
Drugs warnings: 3

In May there were 21 Days of Servator Deployments.

Stop and Search: 16
Section 1: 4
Sec 23: 11
Positive: 9
Negative: 7
Arrests: 11

OTHER ACTIVITY

- Prevent e-learning module launched in CoLC; a contemporary and updated version of the Prevent e-learning module is now live and available to all CoLC staff. This version has been revised from the Home Office longer version, focusses on core messages, takes about 20 minutes to complete and is more user friendly.
- 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. WRAP training was also delivered in May to staff at City of London Freeman's School, in Surrey alongside the Corporation.
- The Force is continually testing its CT capability and readiness and has a number of desktop and live exercises planned for May with partners.

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 activity and capability is in place to mitigate threat as assessed with TT&CG submission.												
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	79
2018-19 (Month)	3	5											3
Change (Month)	-	-											-
Trend	-	-											-
ANALYSIS													
What are the issues?													
<p>There is an increase in offences of 29.5% from March 2017 to March 2018. Social Media/Email and Hacking server continue to increase and will do so over the coming year.</p> <p>Cyber dependant crimes reported by victims within the City for the month of April was 3 for Hacking – Personal / Social Media & Email / PBX. Seasonality analysis indicated that reports would increase in May 2018 but figures continue to be low.</p> <p>Cyber dependant crimes reported by victims within the City for the month of May, was 5 for Hacking – Personal / Social Media & Email / PBX / Computers – Virus, Malware, Spyware. Seasonality analysis indicated that reports will further increase in June 2018.</p> <p>The biggest development for May was the introduction of the General Data Protection Regulation (GDPR). This regulation is set to change the landscape of reporting in cyber-crime. Significant early indicators are as follows:</p> <ul style="list-style-type: none">• Experts agree that the majority of companies are still not fully compliant. This is likely to lead to extreme behaviour in that companies will face a choice of reporting early or not report at all.• Attempts to extort companies through the use of ransomware or similar are likely to rise dramatically over the next period as criminal groups test organisational appetites to pay ransoms rather than face heavy fines through open reporting.• There has already been a significant rise in phishing emails as attackers take advantage of the confusion being caused by GDPR. As customers continue to receive volume GDPR emails attackers are using this information flood to add phishing emails which appear to be GDPR related but are in fact designed to gain personal data or upload malware.													
What is the Force doing about the issues?													
<p>PROTECT:</p> <p>Cyber Griffin was launched on 1st of May. The initiative is targeted at businesses within the City and aims to reach those with very little knowledge of cyber-enabled crime threats all the way up to individuals who hold IT security and risk roles. Cyber Griffin is based around three key deliverables:</p> <ul style="list-style-type: none">• Updates and threat briefing• Incident response exercises• Advisory groups													

PREVENT:

Cyber awareness material deliverable by teachers has been released by CIFAS (Credit Industry Fraud Avoidance System). This represents an opportunity to deliver in this area which was not previously possible due to resources. Officers are in the process of approaching schools to establish the feasibility of this approach.

Since its launch on the 1st of May Cyber Griffin has received significant interest from the business sector. Its first briefing (on the 29th June) is now sold out and a second briefing has been created for the 9th of August. GDPR warnings are included within the Cyber Griffin message which has also been coordinated with action fraud and national protect officer messaging.

Adversaries and nation-state actors already have the expertise and tools necessary to take down critical infrastructure and systems and cripple entire regions/cities. Currently there is limited capability (equipment) or capacity (resources) to provide a pro-active response. FALCON as a ROCU have just received a heavy investment from Government to invest in a dedicated Under Cover Online Team. Discussions are under way by the Cyber Crime Unit for opportunities to collaborate in this.

What Impact is the Force having?

Cyber Griffin - Cyber Griffin launched as of the 1st of May. The June event is now fully subscribed.

Pursue: Revenge Porn/Harassment investigation concluded with suspect receiving a 16 week custodial sentence and £5,000 fine. Good Press interest and coverage. Some national press coverage also highlighting a flaw in the law that such charges cannot get harsher sentencing.

Cyber awareness material deliverable by teachers has been released by CIFAS. This represents an opportunity to deliver in this area which was not previously possible due to resources. Officers are in the process of approaching schools to establish the feasibility of this approach.

Op Kenwith - Fraud of an elderly resident at the Barbican whose computer was 'remote accessed' is developing. Good support from Asset Recovery. Suspect identified and investigation progressing towards executive action.

OP Cranbrook (Large scale PBX Fraud) continues with engagement with international service providers. BT, Vodafone, AT&T and OFCOM are all supporting the investigation and we are working collaboratively.

OP Patera (Bitcoin Investigation) continues with developments. Scrutiny through Covert Activities Management Meeting, further covert tactics authorised.

Revenge Porn/Harassment investigation concluded with suspect receiving a 16 week custodial sentence and £5,000 fine.

Demand on protect work has increased steadily. In light of this no further advertising of these services will take place until further protect resources have been identified. The Cyber Griffin funding bid to the Corporation is due to be heard at the start of June.

The 'prepare based' services focused on incident response have now been run for 2 businesses. Initial responses to these services has been good. Further exercises are booked and significant interest in this new service.

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 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
City based victim reports 2018/19		34	38											
CASH SEIZURES														
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Number of cash seizure first applications POCA		2	1											
Value of cash seizure first applications POCA		£22,750	£1,350											
CASH FORFEITURE ORDERS														
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Number of cash forfeiture orders POCA		0	0											
Value of cash forfeiture orders POCA		0	0											
CASH CONFISCATION ORDERS														
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Number of confiscation orders		10	0											
Value of confiscation - benefit figure		£13,755,543	0											
Value of confiscation - available amount		£2,027,562	0											
Number of victims receiving compensation		273	0											
Value of victim compensation		£2,016,863	0											
CoLP OUTCOME RATE														
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
18/19	% fraud investigations resulting in a positive outcome	No Data	No Data											
17/18	% fraud investigations resulting in a positive outcome	100%	100%	100%	100%	100%	N/A	100%	83%	N/A	100%	N/A	100%	
16/17	% fraud investigations resulting in a positive outcome	100% (2/2)	100% (4/4)	100% (1/1)	100% (4/4)	N/A (0/0)	N/A (0/0)	100% (3/3)	100% (8/8)	100% (2/2)	100% (1/1)	100% (4/4)	100% (1/1)	

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%	73%
Number of respondents satisfied	166	187	209	224	234	293	305	331	369	377	383	386
Number of valid responses	244	269	295	316	326	406	426	463	511	519	526	529
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%	75%
Number of respondents satisfied	186	205	223	238	247	310	324	348	385	393	399	402
Number of valid responses	245	270	297	319	329	409	429	466	517	525	532	535
ANALYSIS												
<p>The TTCG report which is focused on City based Fraud has been graded as Satisfactory. Despite the satisfactory assessment there are still a number of issues that need to be addressed, especially once the national responsibilities are also considered. Currently within the ECD, resourcing issues and vacancies have remained and fraud investigations present high demand and are resource intensive. It should also be noted that the FIB Strategic Assessment 2017/18, wherein fraud capability is currently assessed, is "3 - Resourcing issues Impede the management of the issue".</p> <p>Asset Recovery Update: (Apr 17 – April 18) There are currently 107 confiscation investigations and 134 enforcement investigations. The Asset Recovery Team are also reviewing 285 historic enforcement investigations for POCA opportunities.</p> <p>Victim Satisfaction Survey Victim survey: The sample size of the victim survey over the last 3 quarters has significantly fallen due in part to natural case number fluctuations (a big boiler room case increases respondents) and part to unit staffing issues, consequently this means the current performance of the Force is not reflected fully as the results are reported cumulatively with previous years. The survey is currently on hold due to GDPR compliance issues, it is hoped this will be remedied quickly.</p> <p>Cash Forfeitures and Cash Seizures No cash forfeitures or cash confiscation orders were recorded in May due to the scheduling of court cases.</p> <p>CoLP Outcome Rate At this time the data for this measure is unavailable due to only being able to extract using a manual trawl, it is anticipated this will be rectified for reporting at the end of the first quarter.</p> <p>Operational Update Op Atlas - Investigation into the former CEO of a charity, regarding false invoicing, credit card fraud and fraud arising from property sales. Trial in April resulted in 4 x convictions for fraud matters including conviction for main conspiracy offence. Further trial for conspiracy offences arising from sale of Prince's Gate due 29th May 18. Op Schedar - Investigation involving a company and their managing director suspected of running a Ponzi scheme. Approximately 80 potential victims have been identified to date and a large number have contacted police. There is wide media interest. Superintendent's authority for the suspect's bail expired on 9th February and a successful bail extension to 9th May 2018 was granted by magistrates (a first for CoLP). On 21/02/18 he was re interviewed and he made admissions to offences resulting in</p>												

approximately £12 million of loss to victims. Early guilty plea anticipated. A new target date for charging advice has been set as 14th June 2018.

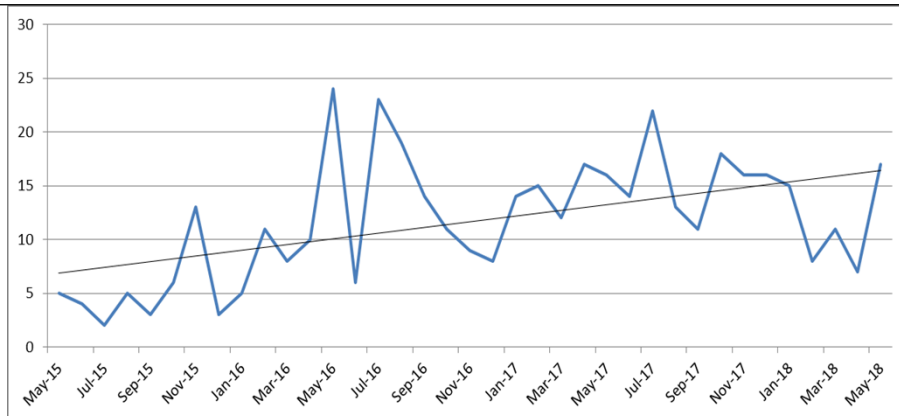
Op Broadway Activity Period 1st March to 16th April 2018: There have been two deployments in the City. Potential Boiler Room referred by office provider as stated business did not appear to be consistent with actual activity which was crypto currency trading. Disruption - Following intervention the company has been expelled from the office.

Second activity - Disruption - The company was not at the address (squatting). Office provider has submitted RP07 to Companies House to amend address details on their records

Prepare Work

CoLP investigators continue to receive bespoke Fraud training from the Academy, specific attention over this period to the Serious Fraud Investigators (SFI) and Managing Fraud Investigators (MFI) course. 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 Intelligence Unit.

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	Assessment provided by plan owner as part of TT&CG submission and reflects the rise in Harassment and continued high level of people coming to the City to attempt suicide.		
VULNERABILITY STATS			
Harm Area	2018-19 YTD MAY 2018	2017-18 YTD MAY 2017	Change %
Adults at Risk	34	NK (not known)	-
Child Protection	11	NK	-
Child Sexual Exploitation	1	0	+1
Custody	21	NK	-
Domestic Abuse	8	5	+3
Female Genital Mutilation	0	0	-
Harassment	20	9	+11
Hate Crime	17	13	+4
Honour-Based Violence	0	0	-
Mental Health	13	19	-6
Missing Persons	9	10	-1
Modern Slavery & Human Trafficking	0	1	-1
Prevent	1	2	-1
Prostitution & Brothels	0	NK	-
Rape & Sexual Offences	7	5	+2
Rough Sleepers	NK	NK	-
Suicide	17	16	+1
Young People in Custody	5	2	+3
ANALYSIS			
What are the issues? Rape and Sexual offences, reports have been increasing, some of these are historic or occur outside the City (but are reported here). Consent continues to be an issue -33% of rape offences in the last 5 years have been within this category. <ul style="list-style-type: none">• Only 10% of offences are by strangers.• Sexual assaults are mostly linked to intoxication and the Night Time Economy, with adult females being assaulted by males in spontaneous attacks in the majority of cases.• 38% of rape offences were not supported by the victim at some stage in the investigation, resulting in them being filed either prior or post charge.• 15% of rape offences were false reports, retracted by the victim during the investigation.			
Action taken to address these issues Rape & Sexual offences - Consent campaigns have been run, A World Cup Campaign is underway (in case of an increase in domestic abuse), A 10 year profile of offences has been completed, hotels are repeat locations. Harassment – These often involve message sending between partners/ex-partners and employers/ex-employees, some are over longer periods and are assessed for any escalation in risk of harm to the victim. Suicide – The overall number of incidents in the last 2 years has increased, but the number of actual suicides has remained static, a peak of incidents is predicted in the summer, based on the last 2 summers, as shown in the chart below.			



Suicide –

Mental health issues – continued to be reported, often in relation to suicidal attempts

Mental health triage cover is extending to 7 days a week from 15/6/18. Street pastors are also trained in suicide prevention.

The suicide profile has recently been updated and will be used to inform a SARA on suicide.

Findings from the 2 year period (2016-2018 analysed) show the highest group of victims are in the age group 45-59 years, with males in over 60% of incidents (this is line with the national trend).

Recommendations in the profile include suggestions for additional physical barriers/nets as proven to work elsewhere in the world and increasing the presence of psychological disincentives, including increased use of CCTV.

Of note 210 of those who attempted/committed suicide in the last 2 years were from the Greater London Area and 40 were of no fixed abode – activities under Operation Luscombe may provide extra support for this vulnerable group.

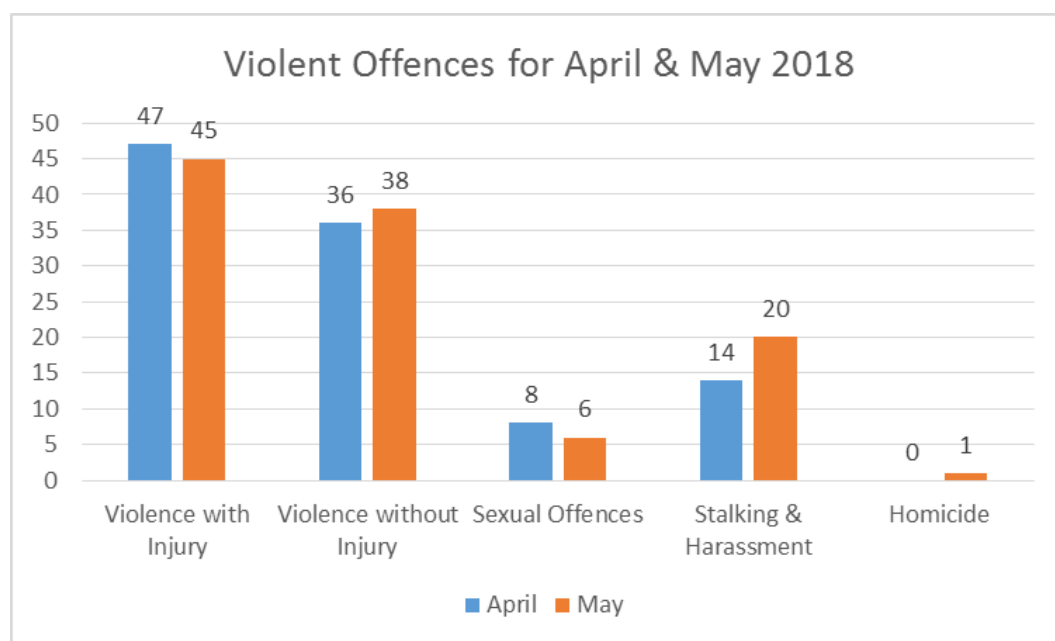
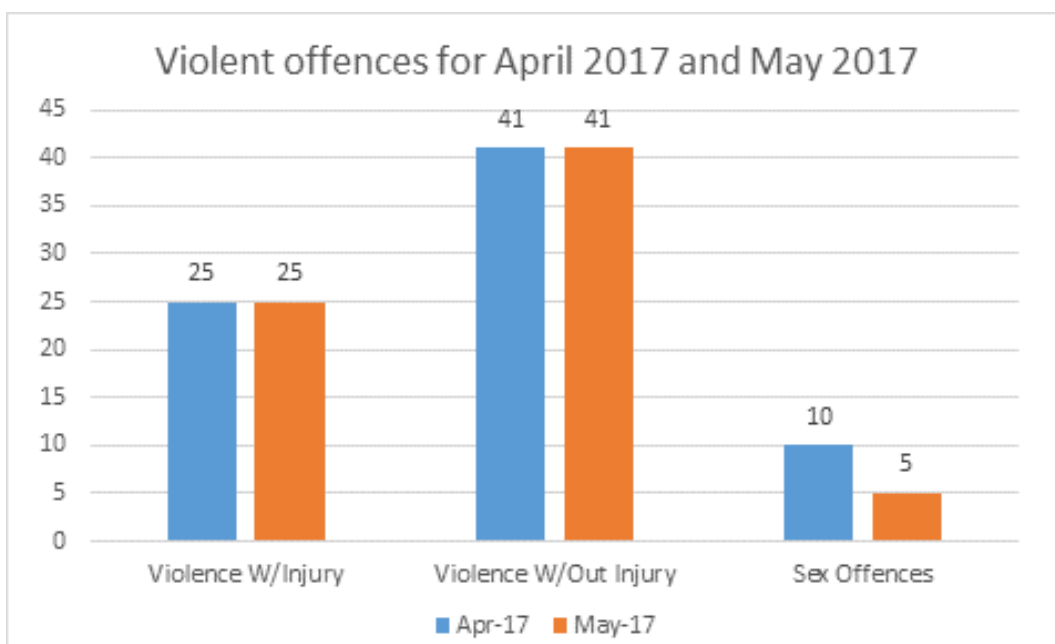
What Impact is the Force having?

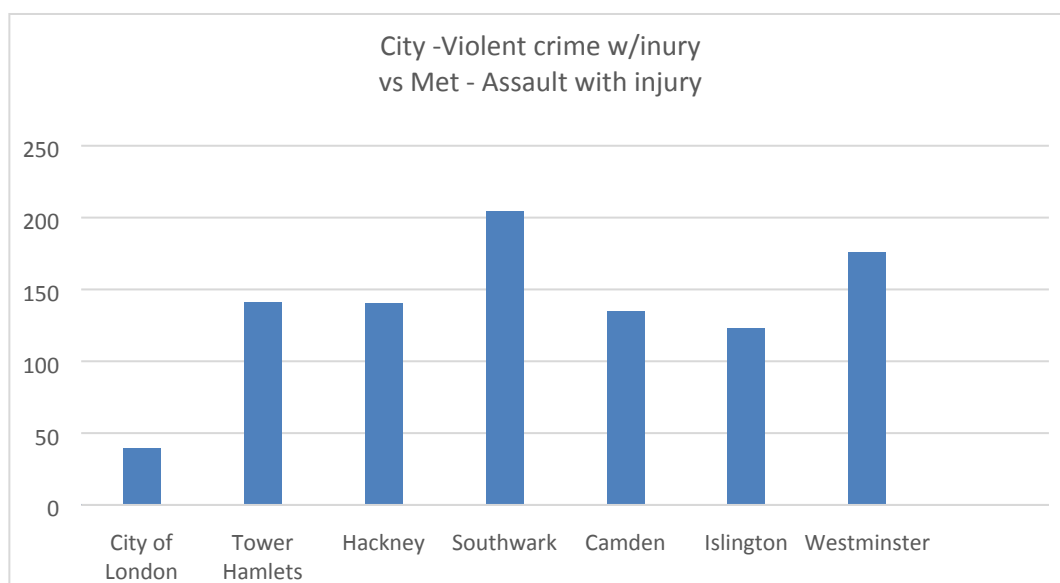
The introduction of Mental Health Triage teams has reduced the number of people being sectioned. More appropriate and specialist Mental health support has been provided to those in need and Police time and resource have been saved. MHST data has been reported to your previous Committees, both the Performance Sub Committee and the Police Committee for the trial period which took place in 2017 from May -August. Further more recent data is being collated.

The Force areas and in 2 cases other Countries of origin of those who attempt/commit suicide within the City

BEDFORDSHIRE 2	CAMBRIDGESHIRE 2	CANADA 1	DOREST 1
COLP 11		ESSEX 13	HAMPSHIRE 2
HERTFORDSHIRE 2	KENT 7	LITHUANIA 1	MERSEYSIDE 1
GREATER LONDON 210		NORFOLK 5	NORTH YORKSHIRE 1
POLICE SCOTLAND 1	STAFFORSHIRE 5	SUFFOLK 1	SURREY 4
SUSSEX 3	THAMES VALLEY 5	WILTSHIRE 1	WOLVERHAMPTON 2
NOT KNOWN 14		NO FIXED ABODE 40	

Measure 6	Victim Based Violent 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 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	Assessment provided by plan owner as part of TT&CG submission.													
VICTIM BASED VIOLENT CRIME														
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total	Trend
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	⬆️
2018-19 (Month)	105	110											225	⬆️





This shows the closest Metropolitan boroughs shown in comparison to the City, but all boroughs are larger in size. Overall Violence against the person in the Metropolitan area is up from 50,836 16/17 to 51,110 17/18.

ANALYSIS

What are the issues?

For violence with injury the main issues are around ABH and GBH most of these are associated with the night time economy with a repeat locations in and around Bishopsgate. Violent crime has increased since last year, but further increases could have been expected even with police interventions. April this year shows 14 more offences this year compared to last year. May this year shows 17 more offences compared to last year.

(Serious violent offences remain rare in the City of London and violent offences involving weapons are also rare).

For Violence without injury stalking and harassment offences are now recorded under their own category. Previously harassment/stalking offences were included as violence without injury. So a total of the 2 categories show a slight increase, 48 this year for violence without injury and stalking /harassment compared to 41 last year – violence without injury only, - an increase of 7 offences.

Comparing to the most recent Metropolitan Police figures available – for April 2018, the City of London had 39 Violent crimes with injury while our surrounding boroughs recorded under assault with injury – Tower Hamlets - 141, Hackney - 140, Southwark - 204, Camden - 135, Islington -123, Westminster – 176 – but all boroughs are larger than the City.

What is the Force doing about the issues?

Operation Sceptre –now named the Violent Crime Task- Force joint operation will tackle violent crime, including knife crime.

Operation Wimple – joint operation with BTP for violent crime around Liverpool street/ Bishopsgate, jointly patrolling.

Improved officer visibility through implementing the patrol strategy will deter a proportion of violent crime and discover any offensive weapons held. Resources to meet this demand are being utilised from multiple units. Directed patrols are being used in a bid to prevent a further rise in violent crime.

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	Numerous vacancies and shortage of specialist skill set for Roads 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	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
PEDAL CYCLES	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
POWERED 2 WHEEL	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
CAR OR TAXI	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
P.S.V.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
GOODS	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
OTHER	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total Casualties	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
PI Collisions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
ROAD POLICING AND SMOOTHING TRAFFIC FLOW																	
		2017/18					2018/19										
		Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total						
Other operations	Phones/Seatbelts	61	128	68	97	354	62										
Speeding in the 20mph zone	TOR	54	10	35	18	117	10										
TOTAL		115	138	103	115	471	72										
Number of vehicles seized from ANPR only		27	33	32	26	19	23										
Total number of vehicles seized from ANPR / No Ins or No DL or both		18	83	84	66	76	79										
Number of pre planned enforcement and/or education operations targeting Large Goods Vehicle within City of London		33	38	36	45	44	23										
Number of LGV's stopped		335	353	388	412	380	204										
Number of LGV's stopped with offences		211	237	230	241	252	141										
Number of offences		534	595	494	465	434	281										
ANALYSIS																	
Traffic Flow data for QTR 1 contains data from the month of April and May only, each month’s data will be added to the table to provide the position for each quarter for subsequent additions of this report.																	
KSI data is reported more than one month retrospectively, the data for QTR one will not be available until mid-August. KSI stats for March 2018 were as follows:																	

	CASUALTIES MARCH 2018			
	FATAL	SER	SLIGHT	TOTAL
PEDESTRIANS		2	2	4
PEDAL CYCLES		1	3	4
POWERED 2 WHEEL		1	6	7
CAR OR TAXI			6	6
P.S.V.			2	2
GOODS			0	0
OTHER			0	0
Total Casualties		4	19	23
PI Collisions		4	14	18

What are the issues?

There is no data for KSIs available for the April- May period as described above. However, previous issues have included pedestrian inattention.

NICHE produces the data in new DfT format, which in simple terms means a head injury is classified as a serious injury regardless of what an officer reports. eg Slight Injury RTC with cut to forehead. Officer inputs to NICHE as slight injury, with head as the body location of injury. RTC data reports it will be produced automatically as a SERIOUS. This now put CoLP in the same type of reporting as MPS, and it is therefore reasonable to anticipate an increase in KSI's from this point on. This could result in a 30-40% increase in "serious injuries".

This change introduced by DfT also means that meaningful comparisons of RTC data year on year cannot be drawn. TfL are in liaison with DfT to see if they can back-convert the stats.

What is the Force doing about the issues?

North / south route NEW BRIDGE STREET area is showing as a location for repeat collisions. This area is currently undergoing further highway changes and this has been passed to the TfL engineering team for consideration and a request for a road safety audit.

What Impact is the Force having?

Enforcement activities involving police stopping vehicles can no longer be undertaken at various locations as further bus lanes and vehicular lanes have been removed for cycle lanes to be re-engineered.

Enforcement weeks of action are impacting on overall numbers of injury collisions, however the proportion of 'serious' RTC's has risen. See comments above.

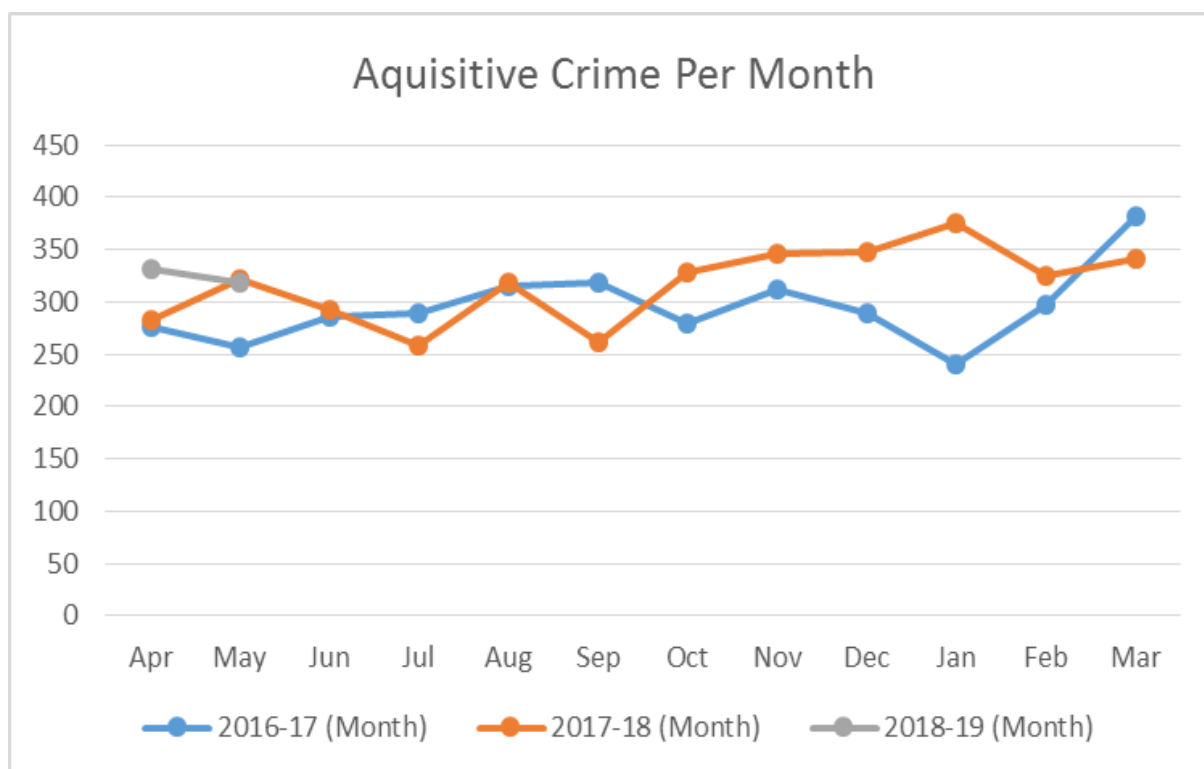
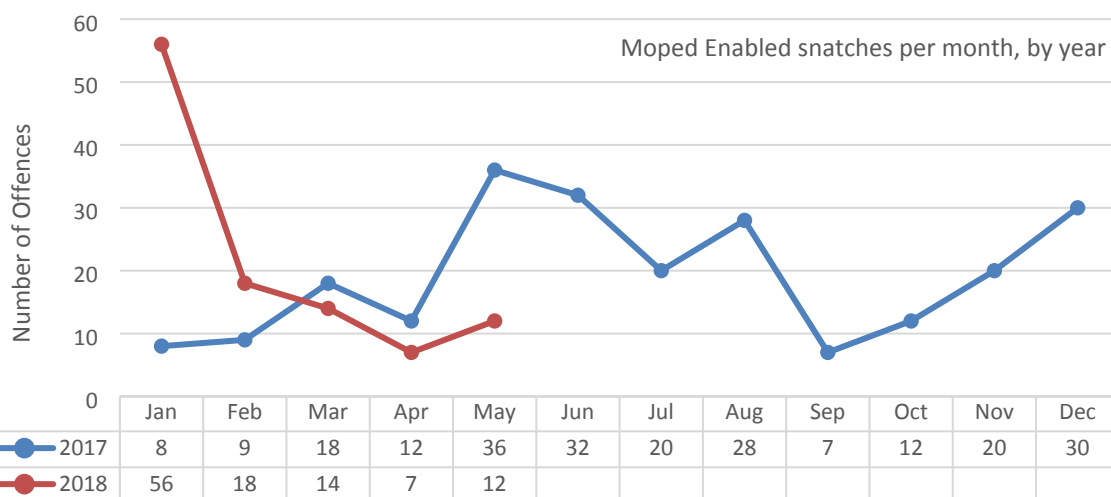
Measure 8	Public Order & Protective Security	Assessment	CLOSE MONITORING										
AIM/RATIONALE	The aim is to provide the Force with an overview of activity undertaken to mitigate the threat facing the City through public disorder and ensure the Force is providing an adequate response to mitigate this threat.												
Reason for Assessment	Assessment provided by plan owner as part of TT&CG submission reflecting the current vacancies within the Public Order teams.												
PRE-PLANNED EVENT UPDATE													
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD
Pre-planned Events	47	57											
Events requiring police presence	53	61											
Events requiring 5 officers or more	21	23											
CRITICAL INCIDENTS													
	2017/18						2018/19						
	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total			
Critical Incidents	3	1	5	2	11								
ANALYSIS													
Protests													
<p>During April 5 protests were held within the City, one was Environmental with the other 4 falling into the category “other”. This compares to 11 protests for the same period 2017/18.</p> <p>May saw 12 protests, 4 of these were within the Environmental category and 2 were within the Union category. This compares to 18 from the previous year.</p> <p>For the first 2 months of the financial year there have been 17 protests compared to 29 or the same period.</p> <p>The fall in the level of protest within the City can be attributed to the activities of JAN UK who used to protest every Friday. They have changed their focus to the Japanese Embassy which means their activities are currently focused outside of the City.</p>													
World Cup Preparations													
<p>Preparations have been made to Police World cup within City, with an Op being planned with the following aims:</p> <ul style="list-style-type: none">Minimise the likelihood of violent crime occurring.To provide reassurance to the community with particular emphasis on crowded places. Where crime is committed, to secure and preserve best evidence, ensuring a victim focused investigation.To provide an effective and proportionate policing response, being mindful of the current security situation and commensurate with the current threat assessment. Increase intelligence picture of impact of football within Colp. Increase collaboration between Colp, BTP and MPS													
<p>Operation Sceptre Pan London approach to tackling knife enabled crime in London. Targeting gang members and reducing violent crime in the Capital. National week of action commenced 21st May 2018. Support Group deployed Method of Entry, rapid entry & arrest teams.</p>													
<p>Operation Attrition/Venice Pan London approach tackling robbery suspects on stolen motorcycles. Working with Operation SCEPTRE Task Force / North Area Tasking Team.</p>													
<p>Operation Wimpole – Joint Operation with BTP Transport Hubs, Night Time Economy - Thursday, Friday, Saturday Nights.</p>													
<p>Patrol Strategy – patrolling key areas with the environs of the City to increase confidence and satisfaction and reduce crime.</p>													

Capability Position

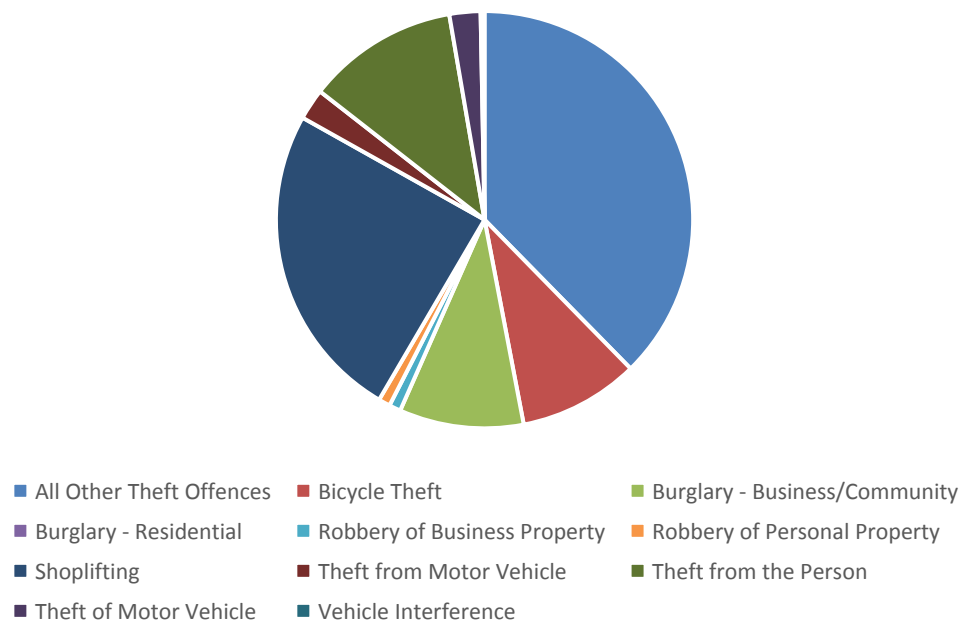
The recruitment of internal and external transferees continues. Support Group numbers are 1-4-19, Public Order Strategic Threat and Risk Assessment (POSTRA) Support Group numbers 1-5-32. Support Group are waiting for 5 external transferees and 2 internal transferees to join the unit (anticipated dates June 2018). There are a further three internal applicants who are waiting to apply for the Support Group and a further two external applicants going through the transferees process.

CBRN capability of the Support Group 1-4-18 officers trained to respond to a CBRN incident.
CoLP has one Bronze Scene commander. Further dates for Gold, Silver, Bronze courses to be released by Ryton.

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		Assessment provided by plan owner as part of TT&CG submission.												
ACQUISITIVE CRIME														
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total	Trend
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	⬆
2018-19 (Month)	332	319											697	⬆



Breakdown of Aquisitive Cime April 2018 - May 2018



ANALYSIS

What are the issues?

Some acquisitive crime areas continue to show increases on last year – notably shoplifting, burglary and theft from person.

Comparisons with national picture

There is no exact comparison by force area but Westminster, closest and of similar make up (business/residents to the city) shows 196 business and commercial burglaries for April (City 29), theft from Shops in April 386 in Westminster (City 78), theft person 684 in Westminster (City 56).

Overall figures from the Metropolitan Police show a reduction 16/17-17/18 in burglary – business and community – 25.01% and a small reduction in theft from shop -1.38%.

Burglary - some City offences occur in multi-occupied buildings which count as multiple offences – 7 in one building as one example. Some prolific offenders committing multiple offences.

Shoplifting - offenders from other boroughs contribute to the number of offences, there are prolific offenders who are NFA, and/who have other dependencies e.g. drugs. Many items taken are food and alcohol, is this for personal use or to sell. Items stolen from Boots are often sold on and there is some intelligence around the outlets used. Some retailers are reluctant to move high value goods which would make them more difficult to steal.

Measure 1 contains additional analysis on some of the acquisitive crime types.

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	This is below 85% and therefore is assessed as Close Monitoring			
VICTIM SATISFACTION				
ANALYSIS				
The table below reports the end of year position for 2017/18. Quarter 1 results for this year are not yet collated.				
Area of Service	% Very Satisfied 2016/17	% Very Satisfied 2017/18	% difference	Direction
Overall Service received	71.7%	68.1%	-3.6% pts	↓
Ease of Contact	76.2%	69.6%	-6.6% pts	↓
Actions Taken	66.8%	58.6%	-8.2% pts	↓
Follow up	68.7%	63.8%	-4.9% pts	↓
Treatment	87.9%	85.6%	-2.3% pts	↓
Area of Service	% Fairly Satisfied 2016/17	% Fairly Satisfied 2017/18	% difference	Direction
Overall Service received	82.6	80.2%	-2.4% pts	↓
Ease of Contact	93.7	89.7%	-4% pts	↓
Actions Taken	82.2	71.9%	-10.3% pts	↓
Follow up	82.7	78.6%	-4.1% pts	↓
Treatment	94.6	93.1%	-1.5 % pts	↓

The first table demonstrates that there has been a **3.6% decrease** in the level of satisfaction at the 'at least very satisfied' level by victims of crime in 2017/18 compared to 2016/17.

There has also been a **decrease** in all areas of service delivery at the at least 'very satisfied' level with the largest being in the area of 'actions taken'

Analysis of the free text data suggested that the most common reasons for a victim to be dissatisfied were due to the below;

- **CCTV- there is a greater expectation by City victims that the criminal related to their crime should be caught due to the increased CCTV in the City- there is also an expectation that this should always be explored as an option.**
- **Related to follow up- no further information given to the victim about how their crime was progressing.**
- **Issues with timings related to the taking of statements and receiving of victim updates.**
- **The result was not what the victim wanted/they did not catch the person or solve the crime.**

A number of recommendations were contained in the VOC report prepared by the Force intelligence Bureau and these are being taken forward by the Victims Code and Crime Standards Working Group.

Recommendation 1- Officers should receive individual feedback which has been proven to increase satisfaction in other forces. When 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.

Management response:

- As part of the Force Resolution Centre and work the Crime Management Unit is doing the Force have reviewed routes in for reporting crime and are reviewing the internal processes to reduce the number of people a crime goes through before it reaches the OIC. It is often difficult to level feedback at individuals when a crime may have been handled by a number of Officers. For example a crime could have been trans-crime to the Force from the MPS, the MPS telephone desk, the Force Crime Management Unit (CMU) to the Officer in the Case (OIC).
- First line supervisors are feeding back to individual officers and giving management advice where there are consistent concerns around handling victims of crime.

Recommendation 2 - More in-depth analysis around those victims that are dissatisfied – is it in relation to a certain crime type? A certain profile of victim?

Management Response

- The action log has two actions to take forward to look at call handling and also training for supervisors. Additionally those victims who have responded to say they are unsatisfied are being called back to drill down into the reasons why to gather more detail as to why they are unhappy.
- Head of Research and Analysis has been tasked to look at whether any analysis can be done around satisfaction and crime types to identify where the dissatisfaction seems to be the strongest.

Recommendation 3- Making victim care a priority within briefings before officers go out and as a reminder to keep victims informed of progress. Also to award/recognise officers that go above and beyond in relation to victim care to emphasise the importance to focus on the victim of a crime.

Management Response

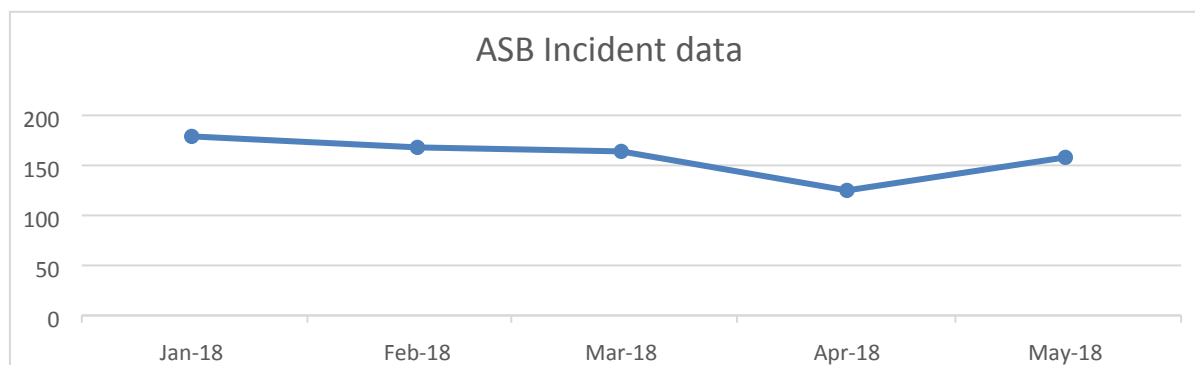
- Work is ongoing including briefings and dip sampling with frontline officers and will continue to ensure that they are complying with standards of initial investigation and victim contact.
- As part of the Review of compliance with the Victims' Code and victim services led by Claire Waxman, Victims' Commissioner for London. The purpose of the review is to identify opportunities to improve how services support victims in London through their criminal justice journey and will help inform national policy and provision. The Force is linked in to this review and is working with MOPAC on the Pan London approach that is looking at the victim journey with a view to improving their experience.

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	Survey is undertaken on an annual basis		
COMMUNITY SATISFACTION RESULTS			
Corporate Communications are now responsible for managing the Forces survey programme, The Director of Corporate Communications has stated that in order to increase participation in the survey further, it has been assessed that we will need to engage a specialist market research agency, and CCD has been working with City Procurement to engage with relevant companies to provide this service. Further to this Strategic Development will liaise with their team to ascertain the best method for undertaking this survey for 2018/19 so that it fits into the wider survey plan and will not replicate other surveys being undertaken within the programme.			

ASB DATA													
ASB	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD
2017-18 (Month)	-	-	-	-	-	129	137	130	131	179*	168*	164*	
2018-19 (Month)	125	158											

ANALYSIS

***Note:** Members should note the increase in ASB reported for Jan/Feb/March from the data previously provided. A review of ASB data has been undertaken and identified inconsistencies with the way ASB was recorded that had not been identified by management oversight. A revised process has been developed and this has resulted in the increased recording of ASB.



The number of incidents show a decrease in April, of 39 less than the previous month.

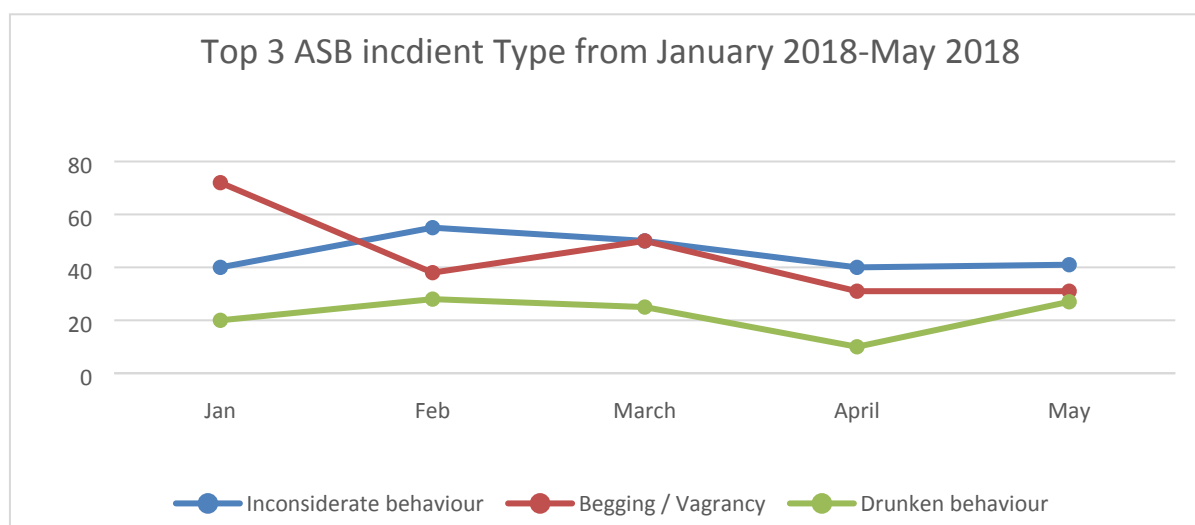
These ASB occurrence types now available are:-

Abandoned vehicle	Animal problems	Begging/Vagrancy	Inapp use of Fireworks
Malicious/nuisance Comms	Noise nuisance	Prostitution related activity	Littering
Nuisance neighbours	Drunken behaviour	Inconsiderate behaviour	Shouting and swearing
Throwing things	Street drinking	Trespass	Vehicle nuisance

- It should be noted that some reports can fall into multiple categories, e.g. a drunken beggar shouting and swearing.

TOP 3 ASB incident type from January 2018 – May 2018

1. Inconsiderate behaviour
2. Begging/vagrancy
3. Drunken behaviour



Inconsiderate behaviour

Incidents related to large groups of youths, frequently relating to the blocking of the tunnel.

Refusal of entry/to leave – usually shops or buses.

Cup and ball tricksters.

Op Luscombe commenced on 11/6/18 in response to the issues around rough sleeping and begging. This is a multi-agency response including, police, the drugs team, the homeless team, and health.

Results from First hub,

There has been a measure of success. Initial assessment by the ASB officer that 40-50% of those persons issued with a notice attended. This is viewed as positive as this was the first hub after running the Operation for one day and it was at the invitation stage.

WDP (Westminster Drugs Project) and St Mungo's are recording their interventions and their data will be fed back into the system.

Two people were immediately housed and referred to rehab programs.

More people were quickly referred into their key workers in neighbouring boroughs.

Proposed dates for Intervention Hubs

Wednesday 13th June 2018 – Bishopsgate Churchyard Gardens

Wednesday 27th June 2018 – Proposed date – Staffing to be assessed.

Wednesday 11th July 2018 – Monument Street

Wednesday 25th July 2018 – Baynard House, Queen Victoria Street

Wednesday 8th August 2018 – Tower Hill/Tower Place

Wednesday 15th August 2018 – Bishopsgate Churchyard Gardens

Wednesday 29th August 2018 – Lauderdale Place, Barbican

This covers a 3 month period, the surgery Hubs will run from 9am-1pm. At the conclusion of the Hub, the location will operate as a police community surgery from 1pm-3pm.

Victims of ASB – drunk, abusive, aggressive behaviour.

These include a number of City businesses including hotels, licensed premises, retail premises, coffee shops and betting shops. There were also a small number of incidents occurring on buses.

Homeless people are also refusing to leave, sleeping and blocking fire exits, and some beggars are becoming aggressive when asking people for money.

Groups and groups of youths have featured more prominently in April/May than in previous reporting. A number of reports by members of the public about youths being a nuisance, sometimes on pedal cycles. Not all complaints about groups are about youths, and including nuisance and noise as complaints.

(Operation Romsey was successful in dispersing youths on cycles with the use of dispersal notices).

Residential areas the subject of complaints are Golden lane, the Barbican and Iveagh Court, Mansell Street.

May reporting has additionally included reports on street gambling (Operation Callisto is responding), and skateboarding,

Locations of ASB

Locations of ASB remain multiple, but some do reoccur in Liverpool street, Bishopsgate, and various other locations.

Organised crime

2 reports related to potential organised crime groups, one Eastern European group linked to street gambling and one link to a Somali gang.

Committee:	Date:
Police: Performance and Resource Management Sub Committee	29 th June 2018
Subject: HMICFRS Inspection Update	Public
Report of: Commissioner of Police Pol 55-18	For Information

SUMMARY

This report provides Members with an overview of activity undertaken within the last reporting period, since your 26th April 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 1.

Reports published

There have been no new national or Force reports published during this reporting period.

Inspections undertaken since last report

HMICFRS are continuing with their National Thematic Fraud Inspection having conducted fieldwork within the City of London Police from the week commencing 4th June 2018 for both national and Force level response. The Force is currently dealing with residual follow-up questions and additional data requests.

Inspections Due

The Integrated PEEL inspection is currently scheduled for 2 weeks from the 26th November to 7th December 2018. This inspection is supported by a number of HMICFRS activities comprising reviews and insight visits.

Reports Due for Publication

No reports are due for publication

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 1. 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 28 outstanding recommendations. There are 10 new greens to report, demonstrating progress since your April 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	3 AMBER, 1 WHITE
PEEL: Police Effectiveness 2017 – CoLP	3 AMBER 2 NEW GREEN
PEEL: Police Legitimacy 2017 – National	1 AMBER 1 NEW GREEN
PEEL: Police Legitimacy 2017 – CoLP	2 AMBER
PEEL: Police Efficiency 2017 – national	1 NEW GREEN Advisory note
PEEL: Police Efficiency [including leadership] 2017 - COLP	2 AMBER
Stolen freedom: the policing response to modern slavery and human trafficking- October 2017	1 AMBER 1 RED -as deadline passed 1 NEW GREEN
Making it Fair- a joint inspection of the disclosure of unused material in volume crown court cases- July 2017	1 WHITE 3 NEW GREEN
HMCPSI and HMICFRS National Report - Living in fear -July 2017	4 WHITE
PEEL: Police Effectiveness 2016 – National	1 WHITE
PEEL: Police Effectiveness 2016 – CoLP	1 RED- as deadline has passed
Best Use of Stop & Search Scheme Revisit February 2017	1 RED- as deadline has passed 2 NEW GREEN
PEEL: Police Legitimacy 2016- National	1 AMBER
Recommendation Summary	Number
New Green	10
Amber	18
Red	3
White	7
Total Amber/Red/White Recommendations	28

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 no 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

2. No new force or national thematic reports have been published since the last report to your Sub Committee.

INSPECTIONS UNDERTAKEN SINCE LAST REPORT

National Fraud Inspection

3. HMICFRS are continuing with their national thematic fraud inspection having conducted fieldwork within the City of London Police for both national and force level response. The force is currently dealing with residual follow-up questions and additional data requests.

INSPECTIONS DUE

Integrated PEEL Inspection

4. The integrated PEEL inspection is currently scheduled for 2 weeks from the 26th November to 7th December 2018; there is no timetable at this time.
5. This inspection is support by a number of HMICFRS activities which have been met/scheduled namely:
 - Stop and search- comprises a data and document submitted.
 - Serious and Organised Crime insights, scheduled for 20th, 25th/26th June 2018.
 - Crime files review of 60 files [not the Crime Data Integrity (CDI) inspection] is schedule for 25th and 26th June 2018.
 - A review of Grievance files is scheduled for 25th June 2018.
6. HMICFRS's rolling unannounced inspection programmes that could take place are Custody, Crime Data Integrity and Child Protection.

CURRENT STATUS OF HMIC RECOMMENDATIONS

7. 13 HMICFRS reports have been managed by the Force during the quarterly reporting period; no new reports added to this total.
8. The current status of recommendations is summarised in the table below with full details contained in Appendix 1.
9. 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.
10. There are currently 28 outstanding recommendations, a decrease of 11 from the 39 outstanding recommendations reported in April 2018.
11. There are 10 new greens to report.

Current Status of HMIC Recommendations Summary

Recommendation Summary	Number
New Green	10
Amber	18
Red	3
White	7
Total Amber/Red/White Recommendations	28

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

Appendix 1: 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
RED	The recommendation should have been implemented but has not been due to resource issues or force capability to complete and remains outstanding
WHITE	The recommendation is no longer required / relevant or is dependent upon another organisation.

Individual recommendations may require multiple tasks to be completed by task owners from across the force before they can be discharged. The schedule below details the owners of tasks against individual recommendations highlighting those which are outstanding.

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
4	Recommendation 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	The City of London does not have a dedicated Youth Offending Team owing to the low demand as most, if not all, of the youths that are apprehended and dealt with in the City of London are not resident in the City of London. The Force works with the YOT for which ever borough the youth is resident and has a working partnership arrangement with Hackney for all issues relating to Safeguarding. A baseline of data is being collated to establish how many youth

Recommendations & Areas for Improvement		Status	Due Date	Comment
5	Recommendation 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		conditional cautions we do give out when restorative interventions have been appropriate. This will allow the force to assess the extent of any further action it needs to take.
6	Recommendation 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		
10	Recommendation 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	Owing to the low numbers any referrals are generally made in a timely manner but again data is being examined to assess the extent of any improvement required.
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		All fingerprints and other biometric information is gathered in accordance with the relevant PACE codes.

PEEL: Police Effectiveness 2017 – National

A national report by HMICFRS

Published March 2018

This report was published 22nd March 2017. There are 4 recommendations which apply to the force and are being progressed.

3 are in progress and shown as Amber, 1 is white as dependent upon CoP and NPCC

Recommendations & Areas for Improvement		Status	Due Date	Comment
Page 71	Recommendation 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	The College of Policing has completed the consultation phase on its Guidelines for Modernising Neighbourhood Policing with the intent of publishing a finalised version by end of April 18. However, it has not yet been published and Forces await this guideline document. The area of how our communities are serviced is part of the CoLP Transform Programme. A report was presented to the Transform Board on 25th April 18 re Community Engagement Services detailing early opportunities to focus on relevant areas of the Corporate Plan and the College of Policing's new (draft) Neighbourhood Policing Guidance with proposals re realignment of resources. Further update will be available at the next Performance Sub in November.
	Recommendation 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. This plan should draw on the information in the force management statement about:	AMBER	September 2018	On 14th May NPCC (Investigator Resilience Programme Team) provided force(s) with a template action plan, advice and guidance which the force will use to develop their own local plan (drawing on work being developed at a national level). The force's current Workforce Plan 2018 - 2023 (v2.1 Dec 17) identifies that a high proportion of eligible detective retirees are in management or supervisory ranks.

Recommendations & Areas for Improvement		Status	Due Date	Comment
	<p>the investigative demand the force expects to face in the next four years; and</p> <p>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.</p> <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>			<p>Recruitment plans over the next 5 years whilst focusing on maintaining uniform resilience will also ensure and allow that training of detectives occurs particularly to fill anticipated gaps in detective supervision.</p> <p>The Workforce Plan also identifies the continuing growth of cyber crime and that training will be required for a large proportion of force detectives in order that they can provide the service required to members of the public who report such offences to us.</p>
	<p>Recommendation</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. The infrastructure to support peer reviews should be in place by September 2018 with the first reviews taking place by January 2019.</p>	WHITE	September 2018 And January 2019	<p>This is dependent upon the CoP and NPCC.</p> <p>The Force Vulnerability Working Group Chair has been notified.</p> <p>The force lead for Vulnerability has recently been reassigned following a review of the Control Strategy and is now Supt Lee Presland who will be reviewing activities to date and going forward as part of role and will be keeping a watching brief on this.</p>
4	<p>Recommendation-</p> <p>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.</p> <p>The review should include an assessment of how far vulnerable people are being affected by these changes.</p> <p>As soon as possible, forces should then put into effect any necessary changes to make sure they are using bail effectively,</p>	AMBER	September 2018	<p>Oversight of the Bail Act sits with Custody Management Group (with links to Vulnerability Working Group and potentially Victim Code and Crime Standards Working Group) where this recommendation has been considered and activities tasked accordingly.</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
	and in particular that vulnerable victims get the protection that bail conditions can give them.			

PEEL: Police Effectiveness 2017 – CoLP

A national report by HMICFRS

Published March 2018

This report was published 22nd March 2018. There are 5 Areas for Improvement for the force to progress.

2 are assessed as complete and 3 are Amber

Recommendations & Areas for Improvement		Status	Due Date	Comment
1	Area for Improvement 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 once levels assessed	There is a national Operation , Op Encompass which involves forces working with local authorities and nominated contacts in schools. However, to add context, the volume of children impacted by DA in the City is low. The PPU Inspector has details of Op Encompass scheme and will be raising at next Domestic Abuse SV forum (chaired by City of London Corporation) in June to seek views from the partnership as to how this might be managed in view of the levels of risk in the City.

Recommendations & Areas for Improvement		Status	Due Date	Comment
2	Area for Improvement The force should ensure that it is proactive in its approach to identifying and apprehending those who produce or share indecent images of children.	NEW GREEN	No deadlines set by HMICFRS	<p>PPU work proactively in this area. They submit IP addresses from the CPSy which geolocate City locations. CoLP is also linked in with the relevant teams/groups regionally and nationally with NCA around this work.</p> <p>The cyber crime unit also undertake proactive work in this area on a regular basis and intelligence gleaned is either acted upon with follow up enquiries or passed to other forces as appropriate.</p>
	Area for Improvement The force should implement a process to obtain feedback from victims of domestic abuse.	NEW GREEN	No deadlines set by HMICFRS	<p>A Domestic Abuse Service Improvement Pilot Survey report was presented to the Force Performance Management Group in March 2018. This survey supports both this recommendation and the completion of a HO data return. The aim of the survey was to make positive changes to the service that domestic abuse victims receive. For the pilot the Independent Domestic Violence Advocate (IDVA) conducted telephone surveys with victims; as an addition to their current role.</p> <p>The pilot was deemed a success and, with some amendments such as the phrasing of certain questions to make them bespoke to COLP, is being adopted. It will be undertaken on a quarterly basis (to meet HO return) with evaluation informing service delivery updates.</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
4	<p>Area for Improvement</p> <p>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.</p>	AMBER	No deadlines set by HMICFRS	<p>A paper was presented to the force's Transform Programme board in April, proposing two options for enhancing CoLP's Lifetime Offender Management Services (supporting existing developments for IOM). The first option, the establishment of a central force unit within the I&I Directorate was approved: this will result in the appointment of 4 x dedicated LOM Officers from existing resources (a mix of warranted and non-warranted officers). Delivering this ambition will form part of a new <i>Prevention Services</i> work strand, initially being led by D/Supt. Ollie Shaw until a permanent lead is identified.</p> <p><u>Next steps</u> Appointment of lead to Prevention Services work strand Implementation of agreed option.</p>
5	<p>Area for Improvement</p> <p>The force should strengthen its response to drug-dealing networks using 'county lines', to stop them inflicting violence and exploitation on local communities</p>	AMBER	No deadlines set by HMICFRS	<p>Context- Known as "county lines", gangs use children as young as 12 to traffic drugs, using dedicated mobile phones or 'lines'. It has been reported that 4,000 teenagers from London are being exploited and trafficked every year to sell drugs in rural towns and cities. However, evidence and intelligence suggests that the majority of these are recruited from greater London Boroughs in the Metropolitan Police Area. The demography of the City of London means that its community is not impacted in the same way as other London Boroughs. However, it is a possibility that those trafficking drugs may be part of the transient population that pass through the City.</p> <p>As first steps the force is currently developing a drug problem profile, detailing the nature and scope of drug use and supply within the City of London. This will also include the associated risks, effects and costs and will provide insight to help inform further actions if required.</p>

PEEL: Police Legitimacy 2017 – National

A national report by HMICFRS
Published December 2017 There are 2 recommendations which apply to the force 1 is assessed as GREEN and the other is being progressed.

Recommendations & Areas for Improvement	Status	Due Date	Comment
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1	<p>Cause of concern 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>Recommendation 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"> the reasons for any disproportionate representation of different ethnic groups in the use of stop and search; the extent to which find rates differ between people from different ethnicities, and across different types of searches (including separate identification of find rates for drug possession and supply-type offences); and the prevalence of possession-only drug searches, and the extent to which these align with local or force level priorities <p>Where forces identify disparities through monitoring, they should demonstrate to the public that they have:</p> <ul style="list-style-type: none"> carried out research and analysis in an attempt to understand the reasons for the disparity, and taken action to reduce the disparity, where necessary; <p>We expect forces to publish this analysis and any actions taken at least on an annual basis, from July 2018</p>	AMBER	July 2018	<p>In their national and force level report HMICFRS are utilising Office for National Statistics population statistics in determining their findings. For the City this means only the resident population is being considered.</p> <p>Source: ONS 2011 Census table KS201EW</p> <p>Current Position - 2017/2018 stop and search data was produced by FIB for the Assistant Commissioner this analysed 307 S&S reports, only 10 of which were for City residents. No disparity of concern was evident at this point.</p> <p>There is one area of work still progressing which is the dashboard to be amended to include the find rates by ethnicity across different types of search and separate identification of find rates for drug possession. However in relation to the drug searches these are not a local or force level 'priority' in the Local Policing Plan 2018-19. Additionally, outcomes by police unit / Officer to enable scrutiny by the Stop and Search and Use of Force working group are also being developed.</p> <p>Once the relevant analysis commentary has been prepared by the Force Intelligence Bureau to accompany the statistics it will be published on the force website as soon as possible.</p>
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2	<p>Recommendation</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>	NEW GREEN	July 2018	<p>A training Plan and programme of dates is now in place to ensure that all officers who have not already been trained, receive the requisite training between May and December 2018. L & D are responsible for ensuring that new recruits and relevant transferees receive the training as part of their induction. 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> <p>Please also see update in Outstanding References for fuller details and the programme of training dates.</p>
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PEEL: Police Legitimacy 2017 – CoLP

A force report by HMICFRS

Published December 2017

Action plan owner: There is no overall plan owner assigned since the Areas for Improvement span distinct and separate areas of the force.

There were 7 areas for improvement which applied to the force, 5 have been completed and closed and 2 continue to be progressed.

Recommendations & Areas for Improvement		Status	Due Date	Comment
6	The force should improve its ability to monitor and improve the fairness and effectiveness of its process for managing individual performance and development and communicate this to the workforce.	AMBER	Force deadline set August 2018	<p>This area for improvement was originally cited within the PEEL Legitimacy 2016 force level report.</p> <p>Progress already reported to HMICFRS includes:</p> <ul style="list-style-type: none"> The Talent Management Strategy and its associated working group Establishment of a Performance Development Action Plan

Recommendations & Areas for Improvement		Status	Due Date	Comment
				<p>The introduction of an electronic PDR system which was launched on the 30th April will provide the force with the ability to better analyse outcomes and take any appropriate correction actions.</p> <p>Next steps Strategic Development met with HR SMT in June to determine future activities inc evaluation of implementation (compliance) and end of year reporting.</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 establish network group.</p> <p>A draft wellbeing framework has been produced pending signoff and publication at which point this will be green.</p>

PEEL: Police Efficiency 2017 – National

A force report by HMICFRS

Published November 2017

Action plan owner: There is no overall plan owner assigned since the content spans distinct and separate areas of the force.

. 1 advisory note has been chosen by the force which has also now been completed.

Recommendations & Areas for Improvement		Status	Due Date	Comment
Page 80	<p>The fore has chosen to act on an advisory note within the national report.</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>	NEW GREEN	June 2018	<p>The workforce plan has recently been refreshed and will contribute to the production of the HMICFRS Force Management Statement due for completion June 2018.</p> <p>However the Workforce Plan projects over a 3 year period, whilst this advisory stipulates 5 years. The forces ability to establish meaningful projections for the additional 2 years is being considered.</p> <p>The Force's STRA process will commence again in August and will again look at future demand and skill gaps which will feed into the Next iteration of the Workforce plan. This is an iterative process.</p>

PEEL: Police Efficiency [including leadership] 2017 - COLP

A force report by HMICFRS

Published November 2017

Action plan owner: There is no overall plan owner assigned since the identified AFIs spans distinct and separate areas of the force.

There are 4 Areas for Improvement apply to force, these are being progressed.

2 are complete and 2 are in progress and are shown as Amber

Recommendations & Areas for Improvement		Status	Due Date	Comment
Page 81	1	AMBER	Internal deadline set to align with PEEL August 2018	<p>Task Required Fully implement a benefits management process within force, creating a governance structure that ensure this becomes business as usual.</p> <p>Current position The Force engaged consultants, to produce an initial assessment of the position which resulted in a report in February 2018 'Discovery and scoping'. This was backed up with a workshop attended by the force Senior Management.</p> <p>A draft benefits management toolkit was presented to the Force Change Portfolio Board on the 14th June and was signed off by the board.</p> <p>Work to communicate the approach and the toolkit and training/ awareness support to the business and those involved in projects and programmes who will ultimately have responsibility for tracking and delivering on the benefits is to commence next.</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
3	<p>Areas for improvement</p> <p>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.</p>	AMBER	Deadline set for November 2018 to align with PEEL	<p>This is all part of the STRA process which will commence in July/ August 2018.</p> <p>Templates for the Operational requirement will go out in July for completion and return by September. Challenge Panels will take place in first week of October. I&I will be looking to design a standardised growth / bid template to make the read across between STRA, Corp Plan and Transform easier.</p> <p>This will be a crucial factor in ensuring the Transform programme reviews the structure of the force to deliver the optimum level of service at the right cost in the future.</p>

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

A national report by HMICFRS
Published October 2017

Action plan owner: DCI Edelle Michaels [force SPOC modern slavery and human trafficking]

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

Recommendations & Areas for Improvement		Status	Due Date	Comment
	<p>Recommendation</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"> • senior leaders prioritise the response to modern slavery and human trafficking; • every incident of modern slavery identified to police is allocated appropriate resources with the skills, experience and capacity to investigate it effectively; • forces develop effective partnership arrangements to co-ordinate activity in order to share information and safeguard victims; and • Performance and quality assurance measures are in place to allow senior leaders to assess the nature and quality of the service provided to victims. 	AMBER	October 2018	<p>To add context to this recommendation, the numbers of modern slavery incidents/ crime in the City are low.</p> <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>A report was submitted to Police Committee on 12th April 18 seeking authority to sign a Section 22A Collaboration Agreement which was approved. Some minor details are still to be resolved with Legal before signature.</p> <p>The Regional Co-ordinator from Eastern Region Special Operations Unit (ERSOU) attended COLP on 28th March 2018 to provide a peer review on current 4P action plan and found it to be more than satisfactory.</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>With regard to the Performance and QA to assess nature and quality of services to victims- It has been proposed that a vulnerability dashboard be developed which incorporates monitoring data on modern slavery and human trafficking. The</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
				lead for Vulnerable Persons has recently been reassigned to Supt UPD who will review existing activity and activities.
	<p>Recommendation</p> <p>Within six months, forces should have in place active information-sharing agreements with other agencies to facilitate speedy exchange of intelligence and in order to safeguard victims better and to identify suspects as early as possible.</p>	RED	<p>April 2018</p> <p>(HMICFRS set deadline - Force has signed up to Section 22 Collaboration Agreement in line with deadline</p>	<p>At the current time the force engages with modern slavery and human trafficking partners and agencies on a monthly basis.</p> <p>The force has signed up to the National S22 Collaboration Agreement which enables the force to</p> <ul style="list-style-type: none"> • Access products, process and good practice in order to get learning and understanding around MSHT embedded into forces, including access to the National Head of Insight and Analysis and the National Head of Operations and Development and their teams; and • Have ability to request bespoke assistance in furthering strategy, policy, operational or analytical efforts by drawing on advice from specialists from the national team funded through the transformation programme. <p>The lead for Modern Slavery is investigating what information sharing agreements, are already in place to see if there are any gaps. There is already and ISA in existence with the City of London Corporation.</p> <p>Initial examination indicates that further ISAs may be required with GLA, Immigration and Salvation Army. Unfortunately, dealing with these other agencies is not a speedy process and HMICFRS's 6 month deadline was probably a little ambitious.</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
5	Recommendation Immediately, forces should ensure that all victims carrying out criminal acts under compulsion attributable to slavery or exploitation are afforded the protection of early and continuing consideration of the applicability of the section 45 defence.	NEW GREEN	Immediate	<p>The standing operating procedure [SOP] deals specifically with offenders who may also be victims in these circumstances.</p> <p>The SOP has been reviewed and published March 2018 and remains on annual review.</p> <p>There is also a specific section on the force intranet which offers guidance, advice and external contact details for officer use.</p> <p>The Force is confident that the S 45 defence will be considered as appropriate in cases.</p> <p>Local processes are under review to see if it is possible to flag S45 defences for supervisory review on the NICHE system, which would further enhance the Force's response.</p>

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, 4 are now complete and 1 is a regional / national issue and is shown as white.

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	NEW GREEN	HMICFRS: January 2018	A full report on this issue was submitted to the Police Committee on the 24 th May 2018. A joint London Disclosure Improvement Plan [MPS, CoLP and CPS) has been signed-off and published March 2018 and builds on the Joint National Disclosure Improvement Plan. The joint plan represents a shared commitment to make sustainable change to

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	NEW GREEN	HMICFRS: January 2018	<p>the way force exercises its duties of disclosure and fully supports the aims of the national plan. It covers improvements in the areas of capacity, capability, leadership, partnership and governance, which mirrors the national plan.</p> <p>To support delivery of these plans the following has occurred.</p> <ol style="list-style-type: none"> 1) CoLP Disclosure Improvement Strategy April 2018 documented 2) Internal Gold Group (chaired by Commander Ops) is monitoring delivery of CoLP actions within joint London Disclosure Improvement Plan (meetings held fortnightly) 3) Inter-agency Diamond Group (attended by Commander Ops) will monitor delivery of joint aspects of joint London Disclosure Action Plan 4) Tactical Delivery Group (chaired by D/Supt Crime) <p>Work of the Gold Group to date has included:</p> <ul style="list-style-type: none"> • Capacity and capability- A full review of all outstanding CoLP Sex Offence prosecutions and dip sampling of other types of cases e.g Economic Crime, to check for any issues. No issues have been identified to date. • Capability- Training on Disclosure is being refreshed and made mandatory with an NCALT package, with 'Disclosure Champions' being identified across all of the operational Directorates to promote awareness. The Champions are receiving enhanced training. Infographics and other products issued by the College of Policing are also being used to raise awareness and ensure learning amongst officers. • Capability- Scoping of the E-discovery system which will enable greater/easier interrogation of digital media. This is currently going to tender and is also subject to funding being identified. Implementation is estimated to be in 6 months minimum. • Leadership and governance- Commander Operations and Security is leading on this area for the Force, chairing the Gold Group, and has
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	WHITE	July 2018	
9	Within six months, the CPS and police should develop effective communication processes that enable officers in charge of investigations and the allocated prosecutor to resolve unused material disclosure issues in a timely and effective manner	NEW GREEN	HMICFRS: January 2018	

Recommendations & Areas for Improvement		Status	Due Date	Comment
				<p>issued a number of Force wide communications giving direction regarding disclosure and reasonable lines of enquiry. Additionally, the issue of disclosure was discussed and given oversight at the Organisational Learning Forum on the 3rd May 2018, which is chaired by the Assistant Commissioner and attended by the Town Clerk's Policy and Projects officer for Police.</p> <ul style="list-style-type: none"> • Governance- the national recommendations from the joint HMICFRS/ HMCPSI from July 2017 being monitored through the HMICFRS update to the Performance and Resource Management Sub Committee (and at its meeting on 26th April asked for action to be taken to implement this as GREEN). • Governance/ Partnerships- As aforementioned in terms of partnership, CoLP, the MPS and CPS London have a joint improvement plan that all are working towards. Also an NPCC lead group (Assistant Chief Constable level) has been established and the Force is fully linked in to this. <p>Most recently NPCC Disclosure Lead event held on 8th May attended by D/Supt ECD and the Force is well linked into further developments being taken forward nationally. The Commissioner is confident that the force is doing all it can to mitigate risk in this area.</p>

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

A joint national report by HMCPSi and HMIC

Published July 2017

Action Plan Owner: DI Anna Rice

There are 22 recommendations; 4 of which apply to forces to be progressed but are dependent upon further direction from the NPCC lead, ACC Gary Shewan.

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	<p>A national stance has been taken on these recommendation by the 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.</p> <p>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.</p> <p>The College of Policing has consulted forces on an alternative to PINS.</p> <p>Status is held at WHITE until the receipt of the joint action plan above from the national lead.</p>
	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 HMIC - force to determine its own deadlines	
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	No deadline set by HMIC - force to determine its own deadlines	

Recommendations & Areas for Improvement		Status	Due Date	Comment
11	Chief constables and CPS Area leads should monitor and ensure compliance with the national stalking protocol.	WHITE	No deadline set by HMIC - force to determine its own deadlines	

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		Accepted	Status	Due Date	Comment
1b	<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>Recommendation 1b 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</p>	Y	WHITE	To be set once national guidance is published	The College of Policing has completed the consultation phase on its Guidelines for Modernising Neighbourhood Policing but the guidelines have still not been published. A report was presented to the Transform Board on 25th April 18 re Community Engagement Services detailing early opportunities to focus on relevant areas of the Corporate Plan and the College of Policing's new (draft) Neighbourhood Policing Guidance with proposals re realignment of resources.

Recommendations & Areas for Improvement		Accepted	Status	Due Date	Comment
	thereafter, they should put into effect any necessary changes to implement the national guidance.				Further reports are due to be presented to the Transform Board in June.

PEEL: Police Effectiveness 2016 - CoLP

A Force report by HMIC

Published March 2017

There are a total of 13 actions for the force. 12 are complete and 1 is in progress

Recommendations & Areas for Improvement		Status	Due Date	Comment
Page 90 12	Areas for improvement The force should improve its understanding of the impact of its activity on serious and organised crime and ensure that it learns from experience to maximise the force's disruptive effect on this activity.	RED	Sept 17 [internal deadline] Now due: September 2018	The roles and responsibilities of Lead Responsible Officer have been reviewed and redefined. These roles are now held at a minimum level of Inspector rank. Debrief reports are produced and held centrally on a database, these reports include specific recommendations, progress against which are tracked on the database. Tactics are reviewed at Directorate level serious and organised crime meeting to ensure opportunities are maximised. Analysis to understand which tactics are having best affect has commenced but operational priorities have taken precedence and with limited analyst capability, FIB has yet to conclude this work.

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 2 are complete and 1 in progress.

Recommendations & Areas for Improvement		Status	Due Date	Comment
Areas for Enhancement				
Enhance monitoring data on:				
1	the reason for searches (e.g. drugs) by ethnicity and age	RED	April 2017 [internal deadline]	Current position: Analysis of the reasons for searches by ethnicity and age remain outstanding. This is being developed.
2	the rate at which the item searched for is found, by ethnicity and age	NEW GREEN	Due: January 2018	
3	Individual officer/team data – totals, outcomes and find rate, by ethnicity and age.	NEW GREEN		

PEEL: Police Legitimacy 2016 – National

A National report by HMIC
Published December 2016

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

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

Recommendations & Areas for Improvement		Status	Due Date	Comment
				As at 23th May 2018 there are 52 existing officers and staff who's vetting is subject to renewal, this are being progressed but this is being undertaken along with all other vetting demand for recruitment.

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Agenda Item 7

Committee(s)	Dated:
Performance and Resources Sub (Police) Committee	29 th June 2018
Subject: Internal Audit Update Report	Public
Report of: The Chamberlain	For Information
Report author: Pat Stothard, Head of Audit and Risk Management Jeremy Mullins, Audit Manager	

Summary

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

Ten full assurance audits were planned for the financial year 2017-18. Two of the 2017-18 audits, IT Technology Refresh Project and Action Fraud, have been deferred as these projects were still in progress; and, a further 2017-18 audit of IT Network Security has been deleted as this had been incorporated into a corporate audit. Audit resources totalling 20 days have been carried forward to the 2018-19 internal audit plan.

Of the seven audits undertaken, six audits have been completed to Final report stage; two Red assurance - Police Seized Goods and CoLP Freedom of Information requests, and four Amber assurance - Police Project Management, Income Streams and Income Generation, Demand and Events Policing and CoLP Business Continuity. One remaining audit has been completed to Draft report stage: Police Bank Accounts (Defendants Funds).

The 2018-19 planned internal audit programme was approved by your Committee in February 2019. There are 95 planned audit days within the plan allocation, which includes 20 days carried forward from the 2017-18 audit planned days. The Chamberlain and Assistant Commissioner of the City of London Police have agreed that the audit programme is reviewed in order to ensure that this resource can be used as effectively as possible. This will be undertaken following a full compliance audit of the CoLP key financial systems, following concerns raised about the year end/close down processes, so this work can inform the audit planning process. This work is expected to be undertaken in July.

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 eleven planned corporate audits for 2017-18, and ten 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, Contract Management (City Police Accommodation Programme), is being concluded and is expected to be issued as draft in early July.

At the last meeting Members requested a schedule of recommendations be included within the regular update reports. There are currently 25 “live” recommendations which have been agreed by management and are subject to internal audit follow-up procedures after the implementation date.

Recommendation

Members are asked to:

- Note the report.

Main Report

Internal Audit Planned Work 2017-18 and 2018-19 Planned Audit Days

1. Ten full assurance audits were planned for the financial year 2017-18. Six audits have been completed to Final report stage: Police Project Management; Police Seized Goods; Income Streams and Income Generation; Demand and Events Policing; CoLP Business Continuity; and CoLP Freedom of Information requests. One remaining audit has been completed to Draft report stage: Police Bank Accounts (Defendants Funds)
2. The draft report has been issued for one remaining audit: Police Bank Accounts (Defendants Funds) and is due to be issued as draft by the end of June. Details are contained in Appendix 1.
3. Two of the 2017-18 audits, IT Technology Refresh Project and Action Fraud, have been deferred as these projects were still in progress; and, a further 2017-18 audit of IT Network Security has been deleted as this was incorporated into a corporate audit.
4. There are 95 planned audit days within the 2018-19 audit plan allocation, which includes 20 days carried forward from the 2017-18 audit planned days; however, the Chamberlain and Assistant Commissioner of the City of London Police have agreed that the audit programme is reviewed in order to ensure that this resource can be used as effectively as possible. This will be undertaken following a full compliance audit of the CoLP key financial systems, following concerns raised around the year end / close down processes, so this work can inform the audit planning process.

CoLP Income Streams and Income Generation (20 days) AMBER ASSURANCE

5. This audit has concluded that the City of London Police (Force) have adequate procedures in place to identify income streams which is outlined in the Force's annual budget estimates. Sample audit testing of one budget area 'Charges to Services' collected in the 2016/17 financial year identified that there were satisfactory controls over collecting, recording and banking income and recording income within the City's General Ledger (CBIS).

6. Audit examination of income budgets for the two financial years 2016/17 and 2017/18 (to date) revealed that in 2016/17 outturn was £65.7 million compared to an estimate of £66.3 million. The main reason for this variance was due to estimated income for Economic Crime Academy not being achieved, due to a lack of trainers to provide income generating courses. For the year 2017/18 income was £67.2 million compared to a budget estimate of £67.6 million.
7. Budget estimates for 2016-17 and 2017-18 were compared to a sample actual income related to Fees, Charges and Services income. It was established that not all sources of income were included within the annual budget estimates and those budget estimates prepared did not reflect actual income. An amber rated recommendation was raised in order to address these issues.
8. The Force has considered opportunities for increasing income across all of its operations. This was outlined in a three-year Strategic Finance Forward Plan 2017/18 to 2019/20 developed by the Director of Finance, which included seven initiatives to commercialise and improve income across the Force. The initial Plan was submitted to the Strategic Finance Board in January 2016 and the Force has now developed the Enterprise Strategy 2017-2022 which sets out five strategic themes for maximising value for money, securing greater external funding, increasing capital to revenue returns, developing ways of delivering sustainable funding, and improving efficiency of service delivery.
9. Examination of the Enterprise Strategy established that this document provides the framework by which the Force will identify, consider and introduce new funding and income sources. It was noted that there were no examples of potential areas of funding and income that the CoLP may obtain. However, the Force will have identified "A pipeline of opportunities with a potential value in excess of £2.5million by 31st December 2017". As well as "Business cases approved and underway with a combined projected value in excess of £1million by 31st December 2017". An amber rated recommendation was raised so that internal audit can be provided with an update on the progress of identifying opportunities and preparing business cases.
10. An update was subsequently obtained from the Assistant Commissioner and it was established that the CoLP have made progress in securing additional funding from Lloyds PLC with an annual value of £1.5 million. At the time of this audit negotiations were still on-going and it was anticipated that income would come on stream in 2018-19.
11. Both recommendations were agreed with the Commissioner and have been implemented.

CoLP Demand and Event Policing (5 days) AMBER ASSURANCE

12. The purpose of this audit was to obtain assurance that:
 - the City Police have established arrangements in place to provide the required response to planned and spontaneous events;

- event budgets are appropriately managed to enable delivery of the required police response to events within available financial resources.

Policing Planned and Spontaneous Events

13. On the basis of discussions with the Inspector, Operational Planning, together with a review of arrangements for planning events and deploying Police Officer resources, the audit confirmed that there are established arrangements in place for identifying planned events and for identifying required Police Officer resources. As with other UK Police Forces and Emergency Services, the City Police use 'gold-silver-bronze' command structures to establish a hierarchical framework for the command and control of planned and spontaneous events. The required command structures are informed by risk and threat assessments.

Event Financial Management

14. On the basis of discussions with the Director of Finance, together with a review of budget monitoring reports from the City Police's financial system, Oracle, the audit confirmed that the City Police utilises a number of funding streams to meet the expenditure including:

- The City of London (c£5m);
- The Home Office (c£18m);
- Other Government Grants (c£0.4m)
- The Department of Communities and Local Government (c£33m)
- Contributions from Other Police Authorities (c£5.5m)
- Charges for Services (c£2.3m)

15. The City Police utilise "special segment CBIS codes" to identify event policing activities and post expenditure to these codes, so that event expenditure can be identified. The cost of providing these services has been calculated by the CoLP as £1,682,000, based on the cost of one Police Support Unit (PSU). Income for event policing, which includes £800,000 for the Bank of England policing services for 2017-18 was £1,653,150. The CoLP budget is, therefore, subsidised event policing by £28,850 in 2017-18.

16. This audit has identified that income and expenditure for event policing should be coded to a specific cost centre in order to provide management information which identifies the impact of demand and event policing on the CoLP core budget. An amber rated recommendation has been made and agreed with the Commissioner for implementation.

CoLP Business Continuity (10 Days) AMBER ASSURANCE

17. The purpose of the audit was to obtain assurance that adequate arrangements are in place for:

- Reviewing the content of the Business Continuity, Recovery, Emergency and Resilience plans that form part of the BCMS;

- Revising the content of plans accordingly;
- Communicating the plans to appropriate staff; and
- Testing the adequacy of the plans.

Reviewing and Revising the Content of Business Continuity Plans

18. On the basis of discussion with the Head of Governance and Assurance and the Business Continuity Co-ordinator, inspection of key documents and audit sample testing, the audit confirmed that CoLP manage their Business Continuity Plans through a BCMS. The BCMS comprises of Business Continuity Planning documents, including the CoLP Business Continuity Policy and Standard Operating Procedure (SOP), the Force Wide Business Continuity Plan, and Directorate Business Continuity Plans.
19. The CoLPs Business Continuity Policy and SOP provides high-level guidance on the Force's approach to Business Continuity. An amber recommendation has been raised that the CoLP Business Continuity Policy and SOP should be updated to include key operational information on the arrangements for reviewing, revising and testing Business Continuity Plans
20. All Business Continuity documents have been assigned owners with the exception of Bespoke Recovery Plans and Force Emergency and Resilience Plans. An amber recommendation has been raised that these Plans are assigned owners to ensure that ownership is clearly defined
21. The CoLP Risk and Business Continuity Group monitors the timeliness of Business Continuity Plan reviews and updated on a quarterly basis.
22. A review of the status of current plans did not confirm that all Business Continuity Plans, Bespoke Recovery Plans and Force Emergency and Resilience Plans have been reviewed on a timely basis. Two amber recommendations have been raised to confirm that all Plans are updated within one month of their review due date and that plans currently in draft are finalised.
23. There are established arrangements for approving changes arising from reviews of Business Continuity Plans which was confirmed through Audit's sample compliance testing.
24. Finalised Business Continuity Plans are located on the I drive and are available to all staff.
25. The CoLP risk management framework provides Members of the Police Committee with assurance over the effectiveness to which business continuity risks are being managed.

Testing Business Continuity Plans

26. Through discussion with the Head of Governance and Assurance and the

Business Continuity Co-ordinator, together with review of key documents, the audit confirmed that the CoLP is in the early stages of its current business continuity testing regime cycle.

27. The Force's approach to Business Continuity Planning Testing encompasses:

- Desktop testing exercises; and
- Undertaking live bespoke Business Continuity Plan testing, as part of wider operational effectiveness reviews.

28. The audit confirmed that the CoLP has devised a calendar for desktop business continuity training exercises across 2018 and 2019; the Business Continuity Co-ordinator has responsibility for its implementation. No desktop testing has taken place since mid-2017. However, the first desktop training exercise in respect of the current regime was planned to take place at the end of February 2018.

29. At the time of conducting the audit fieldwork, we were advised that no live bespoke Business Continuity Plan testing was scheduled to take place until December 2019; however, through review of the CoLPs current Testing an Exercise Calendar, live business continuity testing was undertaken in March and April 2018. These exercises related to a custody business continuity exercise and testing of the control room failure plan respectively.

30. The CoLP Risk and Business Continuity Group have responsibility for monitoring progress against the desktop testing calendar.

31. All recommendations have been accepted by the Commissioner with an implementation date of 1st June 2018.

CoLP Freedom of Information Requests (10 Days) RED ASSURANCE

Policy and Procedures

32. On the basis of audit testing, it was established that elements of the FOI are documented in the Force Policy and Standard Operating Procedures (SOP) which was published in 2014 and also details the procedures to be followed when dealing with the legislative requirements as imposed by the FOI act 2000. This document provided clarity in some areas such as the definition of an FOI request, and processes to manage FOI requests. However, two amber recommendations have been raised:

- update the Force Policy to explicitly make reference to the FOI Act
- incorporate FOI training into the Force Triple A training offering to maintain FOI awareness across the Force

Roles and Responsibilities

33. Audit review of the FOI roles and responsibilities established that staffing arrangements are in place to manage FOI requirements. FOI duties are defined and documented in the job specifications of each FOI related post, and the posts

have been duly assigned to staff members. The high level FOI Act legislation duty of 'general right of access to information held by public authorities' is detailed in the job specification of the CoLP Information Access Manager (IAM). The day to day operational duties are assigned to the Senior Information Access Officers (SIAO) and the Information Access Officers (IAO) and detailed in the corresponding job specifications.

Timescales

34. The FOI legislation clearly defines response timescales that apply to FOI requests. Audit examination of the CoLP FOI documentation confirmed that CoLP timescales are aligned with the legislation. Issues were however identified in the timely management of FOI requests with one Red and one Amber priority recommendation raised:

- create an action plan to remedy the issue of data provision by the FIB team
- there is no documented process covering the FOI data capture process.

Complaints

35. Arrangements were noted to be in place for complaints management. The FOI Act includes a requirement that all complaints (including internal reviews) should be responded to within 20 working days of receipt of the complaint (in the first instance), and during the process the FOI requester must be kept informed of the progress. Audit identified that the arrangements in operation are supported by documented procedures. The fees to be charged for FOI requests were found to be understood by the Information Access Team. Audit were informed that fees are not generally charged for FOI requests, however the application of fees regulations was considered to be unclear in the Force Policy and SOP documentation. This requirement has now been addressed in the re-released Force Policy and SOP document of April 2018.

Performance Monitoring and Reporting

36. Established practices are noted to be in operation for monitoring and reporting of FOI requests to enable compliance with FOI legislation. The Information Access Team undertake a regular exercise to provide FOI statistical information to the senior management. The information reported includes the number of FOI request received and the number actioned by the Team with the required timescales. Performance information is regularly reported to the Information Management Board, and the Performance Management Group, both of which are attended by the Commissioner.

37. All recommendations have been agreed by the Commissioner for implementation.

Corporate Wide Audits 2017-18

38. 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 eleven planned corporate audits for 2017-18; ten 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
- IT Network Infrastructure (SekChek)
- Information Governance/GDPR.

39. 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.

Schedule of Internal Audit Recommendations

40. 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 2. There are currently 25 “live” recommendations which have been agreed by management and subject to internal audit follow-up procedures after the implementation date. One of these recommendations has a Green assurance rating; there are 20 recommendations with an Amber rating; and four recommendations with a Red rating. There are 11 recommendations which have been implemented and evidenced by Internal Audit, 10 recommendations not yet due to be implemented, two where the risk has been accepted, and two have been closed. The following table provides an analysis of recommendations by audit project, the number that the CoLP have stated have been implemented, and the number to be implemented by intended dates.

Audit Recommendations Analysed by Audit Project

Audit	Recommendations			
	Red	Amber	Green	Total
Budget Monitoring 2016-17	-	4	1	5
Closed	-	1	-	1
Due to be implemented by 30 th September 2018	-	3	1	4
Leavers' Overpayments 2016-17	-	1	-	1
Implemented	-	1	-	1
Programme Management 2017-18	2	5	-	7
Implemented*	1	5	-	6
Due implemented by 31st July 2018*	1	-	-	1
Police Seized Goods 2017-18	2	10	-	12
Implemented	1	3	-	4
Closed	-	1	-	1
Due implemented by 30 th June 2018*	1	4	-	5
Risk Accepted	-	2	-	2
Total Recommendations	4	20	1	25
Total Implemented	2	9		10
Total Closed		2		2
Risk Accepted		2		2
Total due to be implemented by 30th June 2018*	1	4		6
Total due to be implemented by 31st July 2018*	1	-		1
Total due to be implemented by 30th September 2018*	-	3	1	4
TOTAL	4	20	1	25

* Subject to Internal Audit Follow-Up

Conclusions

41. Six of the 2017-18 Internal Audit plan audits have completed to final report stage (Two Red and four Amber assurances) and remaining one to draft report stage.
42. The 2018-19 Internal Audit plan is currently subject to review and will be undertaken following the Key Financial Controls audit.
43. There are currently 25 "live" audit recommendations: one Green Rated; 20 Amber rated; and four Red rated. There are 11 recommendations which have been implemented and evidenced by Internal Audit, ten recommendations not yet due

to be implemented, two where the risk has been accepted, and two have been closed.

Appendices

- Appendix 1 - Schedule of Internal Audit Planned Work 2017-18
- Appendix 2 – Schedule of “live” audit recommendations as at June 2018

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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>Income Streams and Generation</u> The Force's approach to increasing sources of income and new streams will be examined.	20	19 th June 2018 (Actual)	Final Report Amber Assurance	0	2	0	2
<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 st 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 th April 2018 (Actual)	Final Report Amber Assurance	0	1	0	1
<u>Police Business Continuity Planning</u>							

Full Reviews				Recommendations			
Project	Planned Days	Planned Completion Date	Current Stage	Total Red	Total Amber	Total Green	Total
The audit will focus on the arrangements in place to review, revise and test the CoLP Business Continuity plan.	10	5 th April 2018 (Actual)	Final Report Amber Assurance	0	4	1	5
<u>Police Bank Accounts (Defendants' Funds)</u> An audit exercise to ascertain the adequacy of controls over the management of defendants' funds.	15	6 th 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 st 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 th April 2018 (Actual)	Final Report Red Assurance	1	3	4	8
<u>IT Network Security</u> The audit will focus on the integrity of the IT network security arrangements.	10	---	Deleted	-	-	-	-

Full Reviews				Recommendations			
Project	Planned Days	Planned Completion Date	Current Stage	Total Red	Total Amber	Total Green	Total
<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	-	-	-	-

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APPENDIX 2

Schedule of “live” audit recommendations as at June 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. Assurance Rating: Amber	Initial Response: Giving CoLP the functionality to upload their own budgets and profiles would greatly speed up the process. CoLP Update: 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.	Original 31 st March 2018 Revised 30 th September 2018	Due to the absence of the Director of Finance, no further information has been obtained
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. Assurance Rating: Green	Initial Response: This recommendation is agreed, a training plan is being established for Budget Holders to understand their responsibilities in profiling and forecasting. CoLP Update: 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.	Original 31 st March 2018 Revised 30 th September 2018	Due to the absence of the Director of Finance, no further information has been obtained

Audit	Recommendation	Management Responses	Action Required	Target Dates	Status
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. Assurance Rating: Amber	Initial Response: Budget monitoring reports are provided on a monthly basis accompanied by monthly budget clinics, detailed quarterly reports are also provided. CoLP Update: No change – CoLP monthly clinics ongoing.	Internal Audit to be provided with evidence of CoLP monthly clinics.	Original 31 st March 2018 Revised 30 th September 2018	Due to the absence of the Director of Finance, no further information has been obtained
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. Assurance Rating: Amber	Initial Response: 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. CoLP Update: 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.	Original 31 st March 2018 Revised 30 th September 2018	The CoLP will now be excluded from the corporate review. No further information has been obtained from the Director of Finance
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. Assurance Rating: Amber	Initial Response: This is being done. CoLP Update: 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.	Original 31 st March 2018 Revised 30 th September 2018	Due to the absence of the Director of Finance, no further information has been obtained

Audit	Recommendation	Management Responses	Action Required	Target Dates	Status
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.	<p>Initial Response: Implemented on receiving the Draft Internal Audit Report</p> <p>CoLP Update: This recommendation has been action with reports sent to a number of staff for oversight. It is therefore considered already complete.</p>	CoLP Head of Human Resources to provide Internal Audit with details of payroll report distribution.	31 st March 2018	Evidence required from CoLP
Programme Management 2017-18	<p>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.</p> <p>Assurance Rating: Amber</p>	<p>Initial Response: 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.</p> <p>CoLP Update: This approach is in the process of being reinforced amongst Change Portfolio staff.</p>	CoLP to provide Internal Audit with information about how Change Portfolio staff are notified, and preparation of project plans monitored.	Original 31 st March 2018	Implementation Evidenced

Audit	Recommendation	Management Responses	Action Required	Target Dates	Status
Programme Management 2017-18	<p>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.</p> <p>Assurance Rating: Red</p>	<p>Initial Response: 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.</p> <p>CoLP Update: 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. A template has been prepared and is currently being tested. A revised implementation date of 31st July 2018 has been agreed with Internal Audit</p>	Completion of recommendation in accordance with agreed revised date.	<p>Original 30th April 2018</p> <p>Revised 31st July 2018</p>	Will be followed up in August 2018
Programme Management 2017-18	<p>All new programmes/projects should have to prepare a paper on the outcomes and benefits of programmes/projects.</p> <p>Assurance Rating: Red</p>	<p>CoLP Update This recommendation is accepted and is now being implemented for all new projects. Projects already in train are also being reviewed and where there are gaps in the documentation these are being addressed.</p>	CoLP to provide Internal Audit with a copy of a PID report showing implementation and outcomes of project.	30 th April 2018	Implementation Evidenced
Programme Management 2017-18	<p>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.</p> <p>Assurance Rating: Amber</p>	<p>Initial Response: Agreed.</p> <p>CoLP Update: This is agreed, and the Force has implemented for all projects.</p>	CoLP to provide Internal Audit with details of project budget monitoring.	<p>Original 30th October 2018</p>	Implementation Evidenced

Audit	Recommendation	Management Responses	Action Required	Target Dates	Status
Programme Management 2017-18	<p>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.</p> <p>Assurance Rating: Amber</p>	<p>Initial Response: Agreed.</p> <p>CoLP Update: This is agreed, and the Force has implemented for all projects.</p>	CoLP to provide Internal Audit with details of project risk registers.	Original 30 th October 2018	Implementation Evidenced
Programme Management 2017-18	<p>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.</p> <p>Assurance Rating: Amber</p>	<p>Initial Response: This is agreed, and the Force is currently working to implement the content of this recommendation.</p> <p>CoLP Update: 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.</p>	CoLP to provide Internal Audit with details of change control templates.	Original 31 st March 2018	Implementation Evidenced

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>Assurance Rating: Amber</p>	<p>Initial Response: 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>CoLP Update: 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.	Original 31 st March 2018	Implementation Evidenced
Police Seized Goods 2017-18	<p>MK02735 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.</p> <p>Assurance Rating: Amber</p>	<p>Initial Response: This recommendation has been completed with the manual updated for the implementation of Niche.</p>	CoLP to provide Internal Audit with a copy of the revised property procedure manual.	31 st March 2018	Implementation Evidenced

Audit	Recommendation	Management Responses	Action Required	Target Dates	Status
Police Seized Goods 2017-18	<p>MK02308 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.</p> <p>Assurance Rating: Amber</p>	<p>Initial Response: 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</p> <p>CoL Update PMS does not exist anymore. Niche system has replaced its use and it is recommended that the recommendation is closed as Niche training covers this area</p>	CoLP to provide Internal Audit with an update on the progress in adding this training to the induction programme.	31 st March 2018	Closed
Police Seized Goods 2017-18	<p>MK02324 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.</p> <p>Amber Rating: Amber</p>	<p>Initial Response: This recommendation is accepted and will be actioned in line with others linked to communications.</p>	CoLP to provide copy of the written communication sent to all officers and staff who use the property management system.	31 st March 2018	Implementation Evidenced

Audit	Recommendation	Management Responses	Action Required	Target Dates	Status
Police Seized Goods 2017-18	MK02323 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. Assurance Rating: Red	Initial Response: 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 Update: A weeding exercise is being undertaken, Niche is the new central record for the Force.	CoLP to update Internal Audit on the possibility of retrospectively adding records to Niche.	31 st March 2018	Implementation Evidenced
Police Seized Goods 2017-18	MK02309 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. Assurance Rating: Red	Initial Response: This recommendation is accepted and will be actioned in line with others linked to communications. CoLP Update: Still being progressed with ECD	CoLP to provide Internal Audit with details of the review of storage locations on PMS.	Original 31 st March 2018 Revised 30 th June 2018	Evidence required from CoLP
Police Seized Goods 2017-18	MK02325 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. Assurance Rating: Amber	Initial Response: This recommendation is accepted and will be actioned in line with others linked to communications. CoLP Update: Comms message was promulgated using the Niche system reminding to update tasks.	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 st March 2018	Implementation Evidenced

Audit	Recommendation	Management Responses	Action Required	Target Dates	Status
Police Seized Goods 2017-18	<p>MK02310 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.</p> <p>Assurance Rating: Amber</p>	<p>Initial Response: 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.</p> <p>CoLP Update: Action still being progressed. Aim to complete by June.</p>	CoLP to provide Internal Audit with a copy of updated lists of safes included within the Corporation Insurance return.	<p>Original 31st March 2018</p> <p>Revised 30th June 2018</p>	Evidence required from CoLP
Police Seized Goods 2017-18	<p>MK02327 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.</p> <p>Assurance Rating: Red</p>	<p>Initial Response: This recommendation is accepted and will be actioned in line with others linked to communications.</p> <p>CoLP Update: Comms message was promulgated using the Niche system reminding to update tasks.</p>	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 st March 2018	Implementation Evidenced
Police Seized Goods 2017-18	<p>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.</p> <p>Assurance Rating: Amber</p>	<p>Initial Response: 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.</p> <p>CoLP Update: This is currently not able to be undertaken due to resources within the Property Office</p>	CoLP to provide an update on the feasibility of implementing this recommendation.	31 st March 2018	Assistant Commissioner to consider accepting the risk and closing

Audit	Recommendation	Management Responses	Action Required	Target Dates	Status
Police Seized Goods 2017-18	MK02326 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. Assurance Rating: Amber	Initial Response: This is related to ECD POCA policy, the recommendation will be forwarded to ECD to review and update their document accordingly. CoLP Update: Still being progressed with ECD	CoLP to provide an update on the revision of the ECD POCA policy.	Original 31 st March 2018 Revised 30 th June 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. Assurance Rating: Amber	Initial Response: This is related to ECD POCA policy, the recommendation will be forwarded to ECD to review and update their document accordingly. CoLP Update: Still being progressed with ECD	CoLP to provide an update on the revision of the ECD POCA policy.	Original 31 st March 2018 Revised 30 th June 2018	CoLP to provide evidence.
Police Seized Goods 2017-18	MK02320 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. Assurance Rating: Amber	Initial Response: This process exists, the Force will monitor compliance to ensure the correct steps are undertaken. CoLP Update This has been added to the SOP to ensure compliance.	CoLP to provide a sample of signed disposals receipts and/or recorded notes on PMS.	Original 31 st March 2018 Revised 30 th June 2018	CoLP to provide evidence.
Police Seized Goods 2017-18	MK02319 A spot check of processed disposals should be conducted on a regular basis to confirm compliance with procedures and to identify any inappropriate disposals. Assurance Rating: Amber	Initial Response: Implementing spot checks will ensure the process detailed in the recommendation is completed. CoLP Update Due to staff issues f spot checks have not been undertaken and will not until staff issues are resolved.	CoLP to provide details of recent spot check exercises.	31 st March 2018	Assistant Commissioner to consider accepting the risk and closing

ANALYSIS OF RECOMMENDATION

Audit	Status	Recommendations			
		Red	Amber	Green	Total
CoLP Budget Management 2016-17	Implemented – evidence required from CoLP	-	-	-	-
	Not yet due for implementation		3	1	4
	Closed		1		1
Total			4	1	5
Overpayment of Leavers 2016-17	Not yet due for implementation		1		
Total			1		1
CoLP Programme Management 2017-18	Implemented	1	5		6
	Not yet due for implementation	1			1
	Closed		-		
Total		2	5		7
Police Seized Goods 2017-18	Implemented	1	3		4
	Not yet due for implementation	1	4		5
	Risk Accepted		2		2
	Closed		1		1
Total		2	10		12
	Implemented	2	8		10
	Not yet due for implementation	2	8		11
	Risk Accepted		2		2
	Closed		2		2
Total		4	20	1	25

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Committee(s):	Date(s):
Police Performance and Resource Management Sub Committee	29 June 2018
Subject: Human Resources Monitoring Information 1 April 2017 – 31 March 2018	Public
Report of: Commissioner of Police Pol 57-18	For Information
<p style="text-align: center;">Summary</p> <p>This report sets out the City of London Police ('the Force') human resources monitoring data for the period between 1st April 2017 to the 31st March 2018. The data presented is in the format previously agreed by the Committee. The data in the report includes information on:</p> <ul style="list-style-type: none"> • The Force strength – which at the end of March 2018 was 695.38 (FTE) Police Officers and 443.20 (FTE) Police Staff which includes PCSOs and Agency staff. • Please note that the Establishment is at 451.1 for staff and 735 for officers the strength is based on how many we had in force at the end of March 2018. • Sickness – the average working days lost for Police Officers is 2.3 days and for Police Staff is 2.9 days • For both Police Officers and Police Staff the City of London Police is below the national average. Police Officers' sickness rate remains second in the Home Office League tables out of all forces for sickness performance. • Grievances – 8 grievance cases have been submitted by 4 Police Officers and 4 Police Staff during the reporting period, this is a decrease from the previous financial year (13 Cases) • Employment Tribunals – There have been 2 Employment Tribunal cases submitted during the reporting period. <p>Recommendation(s)</p> <p>Members are asked to:</p> <ul style="list-style-type: none"> • Note the report 	

Main Report

Background

1. The City of London Police Human Resources department provide a performance monitoring report to the Police Performance and Resource Management Sub Committee. This report covers the reporting period between 1st April 2017 and 31st March 2018. This report is set out in the format that the Committee has requested.

Workforce management

2. As of 31st March 2018 The City of London Police has an overall strength of 695.38 Police Officers, against an establishment model of 735. The establishment is based on the 'agreed Force Structure models. Significant work has been undertaken on workforce planning during the reporting period through the Strategic Workforce Planning Meeting which is chaired by the Assistant Commissioner. The Assistant Commissioner oversees all workforce planning activity within the Force and reviews the Force structure to ensure that we continue to operate in line with financial reductions.
3. The increased activity for Police Officer recruitment has increased our strength significantly. By the end of May 2018 we are predicted to be at 720.18. We have over 35 officers waiting to join us once they have passed our medical and vetting processes.
4. The force's Workforce Plan which was introduced in December 2016 is a living document and updated every 6 months to ensure that as a force we have an understanding of our current priorities, demands and threats, mapped against our workforce numbers, skills and demographics. The Workforce Plan is closely linked with the STRA process which takes place in the autumn of each year. The Workforce Plan is supported by a 5 year recruitment plan, which details the promotion, transferee and other bulk recruitment campaigns to ensure we meet our demand; there is also a 5 year training plan which takes into account the skills required across the force. All of this activity is driven by the City of London Police's Corporate Plan.
5. The strength of Police Staff is currently 443.20 (FTE) against an establishment model of 451.1. These figures are inclusive of Police Community Support Officer's (PCSO) and staff on current Fixed-term contracts. A robust framework has been implemented to reduce the number of agency staff covering supernumerary roles which has been achieved and continues to be closely monitored by the Strategic Workforce Planning Meeting.

Table of CoLP Officer and Staff Establishment Figures vs Strength as of 31/03/2018

Rounded FTE		31/03/13	31/03/14	31/03/15	31/03/16	31/03/17	31/03/18
Officers	Establishment	712.5	732.5	730.5	730.5	735	735
	Strength	775	742	727	698.86	675.49	695.38
Staff	Establishment	422.5	470	460.7	450	468.1	451.10
	Strength	394	400	396	413.71	411.46	443.20
PCSO's (included in the Staff numbers)	Establishment	16	22	16	22	22	14
	Strength	16	12	10	16	11	8
Specials	Establishment	100	100	100	100	100	100
	Strength	89	82	61	55	58	73
Agency	Strength	58	74	31	18	18	33
Volunteers	Strength	25	15	16	23	21	9

6. The Force recognised it had a shortage at Detective Constable, Police Constable and Police Sergeant ranks as part of the Strategic Workforce Planning (SWP) process. Consequently the SWP Board reviewed the decision in 2014 to stop running probationer campaigns and initiated a Probationer campaign in June 2017 with 15 Probationers starting in November 2017 with the next cohort of 13 probationers commencing in May 2018. Reviewing the current attrition rate the Force will now be running an annual intake of Probationers in tandem with a rolling Transferee Campaign that will focus on the ranks and skills where we are under strength. In the new financial year (2018/2019) it should be noted that we have already recruited 58 officers (38 constables, 18 Detective constables, 1 sergeant, and 1 Commander).
7. In order to increase our Detective Constable capability the SWP Board has approved for the Force to undertake a pilot scheme whereby 6 of the probationers joining in May 2018 would be able to undertake a direct entry Detective Constable process which would mean that at the end of their two year probationary period they would become fully fledged Detectives.
8. In 2019 the plan would be, subject to Strategic Management Board (SMB) approval, to look at having 50% of all probationer intakes being detective direct entries. This will enhance our detective capability in line with the corporate plan and strategic objectives.
9. The Force as part of its Workforce Plan will be undertaking an annual intake of 15 Special Constables.
10. In order to meet the Corporate Plan objectives the Force is also undertaking a National Pilot led by the Special Constabulary Commander which will look at recruiting a cadre of Volunteers with a variety of skills that could be utilised by the Force especially when we need to flex our resources around major events such as the Lord Mayor's show or critical incidents. This will involve Volunteer Recruitment days and collating a data base of all the Volunteers with each of their specific skills. Each volunteer would be expected to complete a minimum

of 3 mandatory volunteer days in a year which would include the Lord Mayor's show which would enable us to free officers from marshalling to be deployed to support operations that require warranted powers. Additionally it will enable the Force to utilise specialist skills in other areas where we lack them which could enable us to deal with operational matters or projects in a more efficient and cost effective manner. This scheme was launched on the 1st May 2018 at the HAC.

11. Based on our attrition rates and predicted retirements over the next five years the Force has built within its Workforce Plan and recruitment strategy that we will be recruiting 100 probationers and 220 transferees, which supports the Force's Corporate Plan. In terms of what skills the Force will require for the next 5- 10 years in order to meet the Corporate Plan will be determined through a variety of avenues: The Strategic Threat and Risk Assessment (STRA) process; the Transform Programme outcomes; the analysis of our Skills data base and Professional Development Review assessments. This in turn will assist in meeting the eight strategic objectives (Counter terrorism, Fraud, Cyber Crime, Roads Policing, Public Order, Anti-Social behaviour, Vulnerable People, Violent and Acquisitive Crime).

People Development

12. The below graphs summarise the completion rates and scores given for Staff and Officer 2017/18 PDR's. It is worth noting that a recent change has been implemented in Police Officer PDR policy; Officer PDR's will now be completed at the end of every financial year in line with Staff PDR's. Due to this recent change in policy Officer PDR completion rates are slightly lower than average but all PDR's not yet completed are being chased and processed accordingly by the HR team. 61% of Police Officers currently assessed have a PDR score of Very Good and above, and 75% of Police Staff have attained a PDR assessment score of Very Good and above, which is indicating that the CoLP have a high performing workforce. The new system upgrade, which will go live in summer of 2018, will enable us to run reports which will provide us with qualitative data on the development needs of our workforce which will feed in to our training plans, a workforce plan in terms of skills required and ultimately enable us to meet the Corporate Plan objectives.

Table of CoLP Officer PDR return rates as of 31/03/2018

Directorate	PDR's Due in 17/18	Improvement Required	Satisfactory – Good	Very Good – Outstanding	Outstanding	Not yet Completed	Completion rate
Business Support and COT	42	0	3	22	8	9	78%
Crime Investigation	116	1	20	80	12	3	97%
Economic Crime	136	0	18	52	10	56	58%
Intelligence Information	85	0	13	45	14	13	84%
Uniformed Policing	266	2	80	120	33	31	88%
TOTALS	645	3	134	319	77	112	82%

Table of CoLP Staff PDR return rates as of 31/03/2018

Directorate	PDR's Due in 17/18	Improvement Required	Satisfactory – Good	Very Good – Outstanding	Outstanding	Not yet Completed	Completion rate
Business Support/COT	90	1	12	49	27	1	99%
Crime Investigation	62	1	12	32	17	0	100%
Economic Crime	119	2	26	62	14	15	87%
Intelligence Information	88	1	20	49	18	0	100%
Uniformed Policing	28	0	4	16	8	0	100%
TOTALS	387	5	74	208	84	16	96%

13. The College of Policing is in the process of reviewing the manner in which Police Officer Personal Development Reviews are assessed and relating the performance to pay reviews. The CoLP have been asked to participate in the working group to advise on processes and implementation.
14. A new PDR and Skills Matrix reporting system has been implemented as part of the HR systems upgrade. As of the 30th April 2018, these automated systems will allow the force to capture and analyse any further development needs of each employee. However the benefits of these new reporting systems will not be seen immediately but their benefits will be highlighted in future committee reports
15. A Talent Development delivery plan will be implemented for the 2018/19 period, this will include a review and update of Talent Development delivery focusing on attracting, selecting, developing, engaging, retaining and managing employees. This plan will also look at identifying training skills gaps for current roles, to develop and capture the skills of officers and staff across the force in order to ensure we meet the objectives of the Workforce Plan and the Corporate Plan.
16. In 2020 all Forces will launch the new Police Educational Qualification Framework (PEQF) which is a 3 year programme for all student probationer constables resulting in the probationers selecting their elected specialism in their 3rd year. This will assist all Forces ability to increase their detective numbers. The Force is currently scoping the work required for implementation of the PEQF and is looking to work with policing partners the MPS in this regard.

Training Review Programme

17. In 2017 Learning and Development commenced a Training Review. The review had a number of objectives and was initially driven by HMICFRS. Its key objectives were:
 - The purpose of the City of London Police (CoLP) Training Review Programme was to establish the current training need for each area of business.

- To assess the CoLP's capability to deliver services in compliance with the College of Policing (CoP) Authorised Professional Practice (APP) and other national standards/policy/statute.
 - To identify skills gaps and outline areas of risk linked to these.
 - To plan and implement a programme of training to fill any skill gaps that were mandated, and to fully cost any training programme required
18. The structure of Learning and Development (L&D) was remodelled during City First Change Programme in 2012/13. Since then, L&D have had a reduced administrative function including the administration of the Training Admin System (TAS), which is the CoLP's main directory/record of training. TAS has its limitations, and due to this restricted functionality, has posed challenges in identifying the current position of training. However, as outlined below there will be changes and improvements to the system under the HR Integrated IT Project which will include the provision for extraction of relevant skills information with greater report functionality.
19. L&D's strategic aims encompass turning potential into performance to deliver an exceptional policing service, this is linked to the Workforce Plan, Corporate Plan, and the Transform Programme. Continued learning and development of our workforce will provide the knowledge, skills and experience required to carry out their role and also to provide an innovative and excellent service to our customers. This mirrors the objectives of the Leadership Development Programme and is an intrinsic theme of CoLP business. The training review programme encompassed an analysis of each and every role in the CoLP. Both Police and Police Staff roles were analysed to identify the individual training requirement of that role, and how the CoLP could improve efficiency in the provision and planning of training. It enabled the CoLP to understand its workforce capabilities in order to identify any gaps and put into place plans to address them, as per the HMIFRS area for improvement. It links into the Corporate and Workforce plan, and aims to provide best value and succession planning for the years ahead.
20. Work commenced in November 2016 to enable the force to fully understand workforce capability. A consultation began to acquire and accurately record skills from the workforce and capture the skills/training, inputting them onto TAS. Subsequent to this, a training needs analysis for each police officer role across the force was mapped/baselined. L&D have consulted with each directorate to establish the training needs for each of these posts, broken down from directorate/area/team/individual role. A subsequent review of this initial consultation was then overlaid against the known mandated skills for each of the roles – namely Authorised Professional Practice/Standards Operating Procedures/STATUTE. Individual subject Matter Experts (SME) within these fields of business were then further consulted to discuss findings and provide the appropriate rationale when no mandated requirement could be ascertained. In October 2017 the training needs analysis (TNA) was completed and work then commenced on identifying the actual training provided to officers – thereby identifying the skills gaps for each of the roles and highlighting any training

requirements. This had been pre-cursored with an update of TAS which commenced in early 2017. The HR Integrated Project has supported this work, in that the HR system interfaces with TAS automatically and includes a new suite of reporting functionality. This enables the system to extract management skills information quick time, and will soon (expected July 2018) be able to produce bespoke reports, including detailed breakdowns of individual business areas and capability assessments based from this.

21. In summary, detailed below are the key phases of the entire programme:

Phase	Outline	Timescales	Supporting notes	Status
1	Update the force Training Administrations System (TAS) with skills trained (complete backlog)	January – August 2017	This action derived from HMICFRS AFI and was initiated by the previous L&D lead.	Complete
2	Complete a Training Needs Analysis – Police Officers	June – October 2017	Staged approach with consultation based on force structure in May 2017	Complete
3	Complete skills gap analysis for Police Officers	October 2017	The analysis outlined mandatory skills required for certain roles and quick started training for those roles.	Complete
4	Complete a Training Needs Analysis – Police Staff	December 2017 – February 2018	Staged approach with consultation based on force structure in December 2017	Complete
5	Complete a Training Needs Analysis – Special Constabulary	December 2017 – January 2018	Staged approach with consultation based on force structure in December 2017	Complete
6	Complete skills gap analysis for Police Staff	March 2018	Development of staff woven into the Talent Development Strategy	Complete
7	Complete skills gap analysis for Special Constabulary	April 2018	Training plan initiated in partnership with SC.	Complete
8	Consolidate findings and prepare costed training map (amalgamated with workforce plan)	May 2018 – September 2018	Three month core training map completed. Custody Training Plan implemented. Stop Search and Vulnerability Training Plan implemented. A mandatory skills training map is at the formation stage.	Ongoing

22. A staged implementation plan has been adopted to ensure success, with certain key areas taking precedence. For example, Custody Training has been mapped out with a full plan for delivery to ensure compliance with College of Policing mandatory requirements. This plan has ensured that all Custody Sergeants, Constables and Police Staff are trained to the required standards, and that all newly promoted Sergeants are scheduled to receive their Custody training in a timely fashion. Another area fully planned for implementation is

Stop Search and Vulnerability training. All of the officers identified as requiring the training are now scheduled to receive their training, and have been designated their training days via the Duty Planning team. The above examples of mandatory training are deemed core skills with particular risk, and have therefore been implemented immediately. There are a number of other areas which require training, and a detailed plan of delivery is in formation to ensure that a phased implementation will mitigate risk in different areas of the force. This is in addition to L&Ds 'business as usual' with over 40 thematic areas of training delivery routinely delivered, including NICHE, Detective Training, and new recruits. Demand is high within the L&D team, including the back office functionality which supports the administration of the training team. L&D have explored options to tackle this high demand, and have successfully taken up the services of an apprentice who assists with day to day administration in the L&D office.

23. Commander Operations and Security now chairs the new Training Improvement Board (TIB), a centralised coordinating function that allows all new training demand to be scrutinised and implemented effectively. The TIB process has ensured that training is relevant to the business and ensures efficiency through a rigid gatekeeping process. This intrinsically links into the force Transform Programme and in turn, the Workforce Plan. The Training Review Programme's findings were also fed through the TIB process and all non-mandated training has ceased, thereby introducing cost avoidance. Since April 2018, over £8700 of cost avoidance has occurred through the new measures in place. All of the Directorate Heads are alive to the new TIB and mandatory training requirements, again introducing a new mind-set applying for training across the force.

Labour Turnover

24. During the reporting period, 74 Police Officers and 61 Support Staff left the City of London Police, these figures are the highest number of leavers the force has had in the last 5 years. However it is worth noting that as reported in the 2016/17 Police workforce Census (Graph 1 & 2), The CoLP are far below the national average in terms of Staff and Officer Leavers. The breakdown of reasons for leaving the Force is provided in the tables below for each staff group; a further five years of data has been added for trend analysis.

Table of Police Officer Leavers – National Comparison

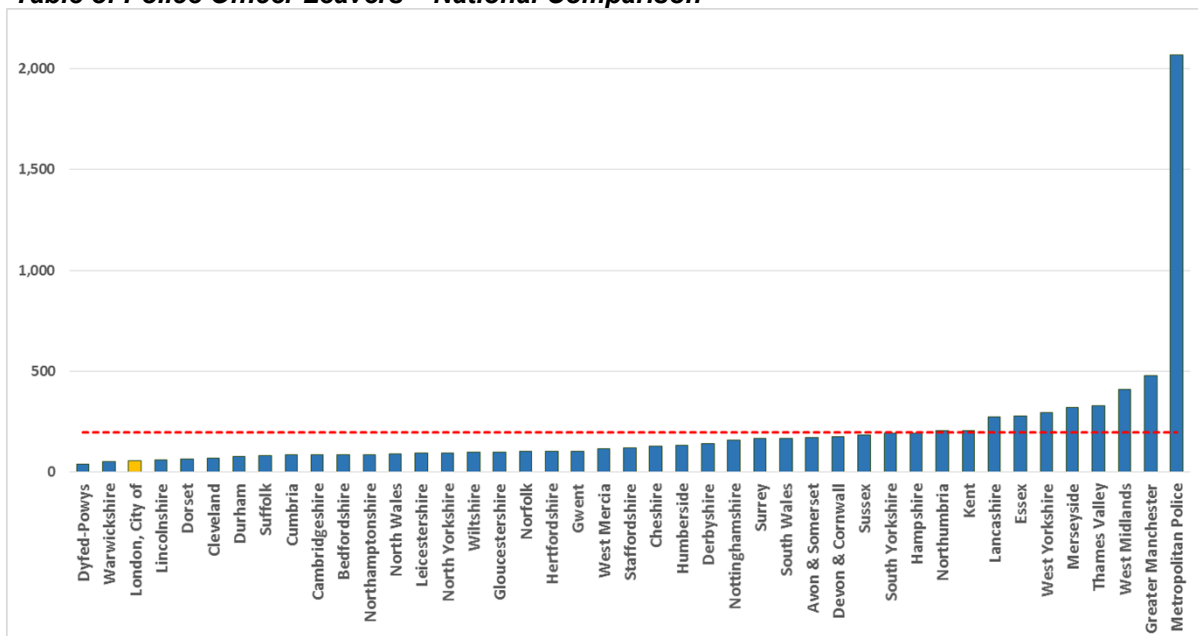
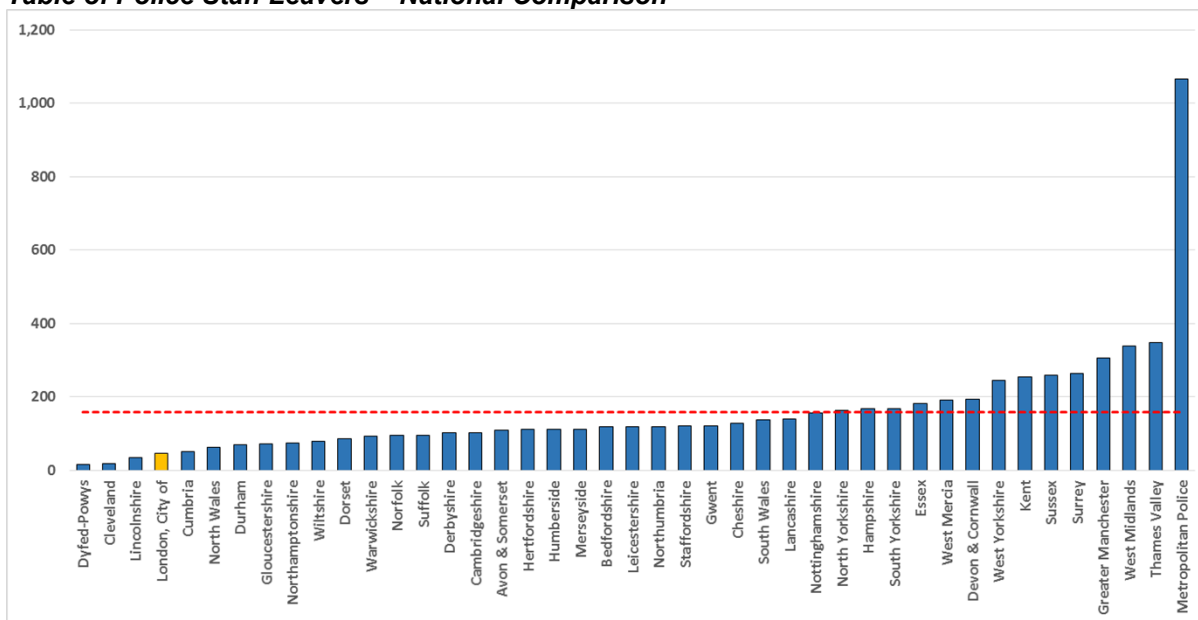


Table of Police Staff Leavers – National Comparison



Breakdown of reasons for Leaving (Officers)

Police Officers						
Reason for leaving CoLP	2012 /13	2013/14	2014/15	2015/16	2016/17	2017/18
Death in service	0	0	0	1	0	0
Dismissed	1	0	1	1	0	1
Medical Retirement	0	3	0	4	1	2
Retirement	37	39	25	37	38	36
Transfer	5	7	2	7	7	9
Resignation	7	16	13	19	15	25
Total	50	65	41	69	61	74

Breakdown of reasons for Leaving (Special Constabulary)

Special Constabulary						
Reason for leaving CoLP	2012/13	2013 /14	2014/15	2015/16	2016/17	2017/18
Death in service	0	1	0	0	0	0
Resignation	9	11	13	6	14	10
Joined Regulars	1	0	3	0	0	0
Dismissal	0	1	0	0	0	0
Total	10	13	16	6	14	10

Breakdown of reasons for Leaving (Staff)

Police Staff						
Reason for leaving CoLP	2012/13	2013 /14	2014/15	2015/16	2016/17	2017/18
Death in service	0	0	0	0	1	1
Dismissed	1	4	3	1	1	4
Medical Retirement	1	0	1	1	1	0
Retirement	11	5	3	6	3	4
Transfer	1	1	7	3	2	1
Resignation (incl end of contract)	43	42	52	42	37	49
(To join the Police Service, not CoLP)	1	6	0	0	2	0
Redundancy	-	-	-	-	6	2
Total	58	58	66	53	53	61

25. The below tables show a breakdown for Police Officers and staff leavers during the 2017/18 period by directorate. In 2017/18 74 officers left the force with the highest number (22) leaving from ECD and UPD with the monthly average turnover for ECD being 1.8 officers and 1.7 officers for UPD. The primary reason for police officers leaving within UPD is retirement/ medical retirement followed by voluntary resignations; within ECD the primary leaving reason is resignations. Detective Constable and Constable Ranks show the highest turnover in rank. Police Staff had a total of 61 Staff leaving the force in the reporting period, the highest number of leavers come from both BSD (18) and ECD (19), however the number of leavers within ECD occur at a slightly higher rate than other directorates. The grades with the highest number of Police Staff leavers among all directorates are C and D grades which represent 72% of the workforce, this correlates with the proportion of the CoLP workforce. HR is currently in the process of implementing new simplified exit interview form which will be linked to new IT software features which will allow the force to capture Exit Interview data with greater detail and assist with further analysis into resignation reasons amongst all CoLP Police Officers/Staff.

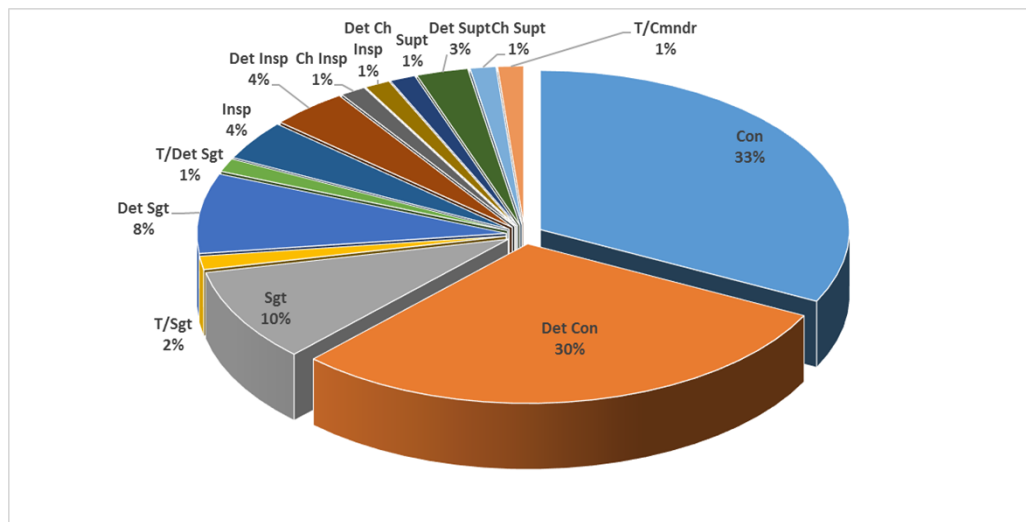
Officer leaver's breakdown by Directorate

Directorate	2017									2018			Total
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
BSD	1	0	0	3	2	0	0	0	1	0	2	1	10
Crime	1	3	1	0	1	0	2	1	3	1	0	0	13
Economic Crime	3	0	1	4	3	1	1	4	0	1	2	2	22
Intelligence and	2	1	0	1	2	0	0	1	1	1	0	0	9
Uniform Policing	3	1	1	1	0	2	2	0	4	1	2	3	20
Total	10	5	3	9	8	3	5	6	9	4	6	6	74

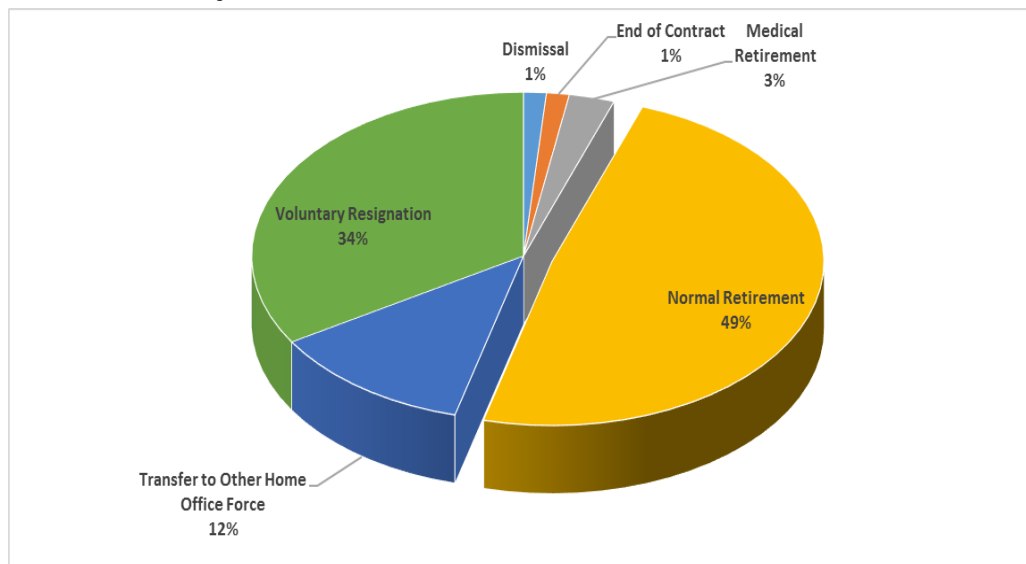
Officer Leavers - Average Turnover

Directorate	Average Turnover p/m
BSD	0.8
Crime Directorate	1.1
Economic Crime Directorate	1.8
Intelligence and Information	0.8
Uniform Policing Directorate	1.7

Officer leavers by rank



Officer leavers by reason



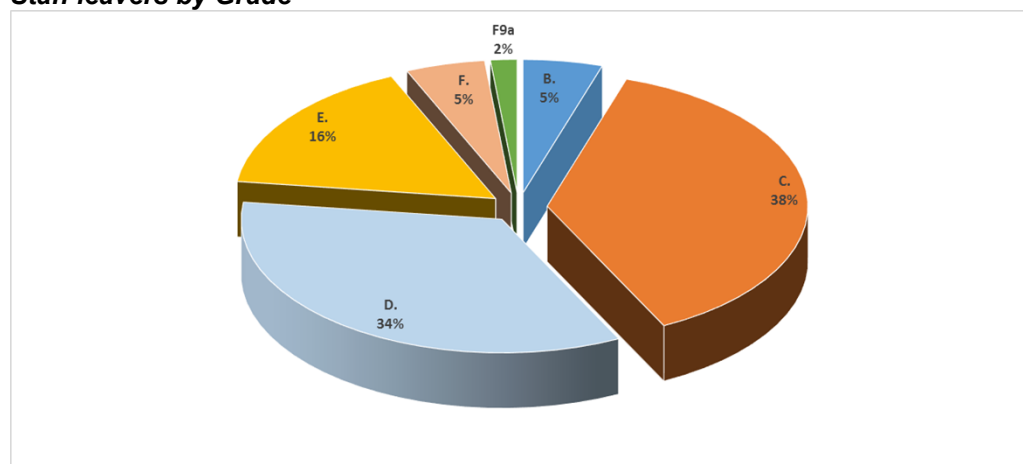
Staff Leavers Breakdown for Staff

Directorate	2017									2018			Total
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
BSD	2	0	0	1	3	1	1	2	3	2	0	3	18
Crime	0	0	0	0	0	2	0	0	1	0	0	1	4
Economic Crime	2	1	2	2	1	5	0	1	0	1	1	3	19
Intelligence and Information	1	3	0	0	0	1	1	3	2	3	1	0	15
Uniform Policing	2	0	0	0	1	1	0	0	1	0	0	0	5
Total	7	4	2	3	5	10	2	6	7	6	2	7	61

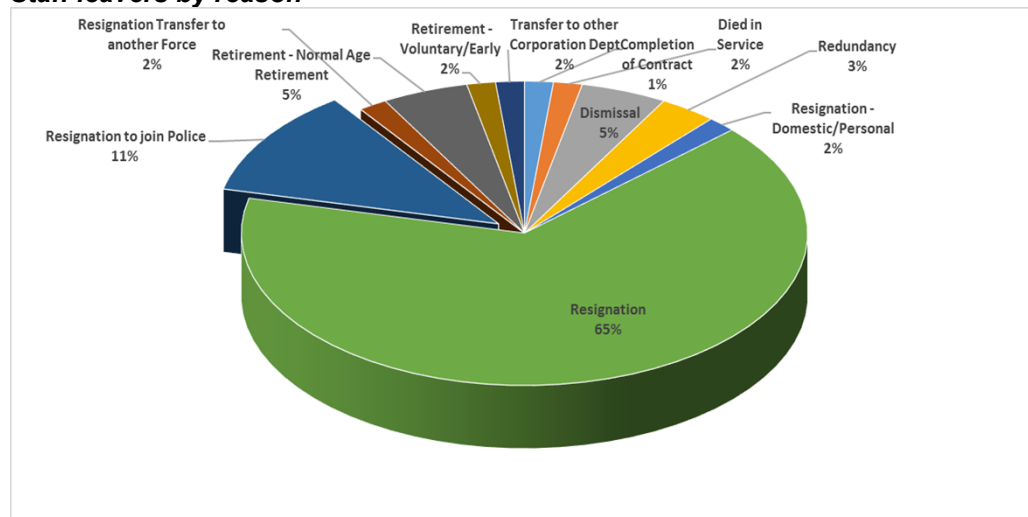
Staff Leavers - Average Turnover

Directorate	Average Turnover p/m
BSD (BSD)	1.5
Crime Directorate (Crime)	0.3
Economic Crime Directorate (ECD)	1.6
Intelligence and Information (I&I)	1.3
Uniform Policing Directorate (UPD)	0.4

Staff leavers by Grade



Staff leavers by reason



Recruitment

26. In the reporting period of 1 April 2017 – 31st March 2018 The City of London Police has run 54 Campaigns for Police Officer recruitment, these have been for a variety of roles. This figure does not include the Probationer or rolling transferee campaigns. There has also been three promotion campaigns, these were at the rank of Superintendent, Chief Inspector and Inspector within the Control Room. 104 Police Staff campaigns have taken place during the same period again for a variety of roles.
27. It is important to note that the numbers of campaigns run, against the number of Police Staff and Police Officers recruited to post will differ as a result of individuals failing to pass the 'vetting' process as well as medical assessment. As a result further recruitment campaigns are required.

Police Officer recruitment

28. 81 Police Officers were recruited during the reporting period all of which are from transferee campaigns. A rolling campaign for Detective Constables and Constables has taken place to fill any vacant posts within UPD and Crime. The posts filled within these directorates will allow officers to be released into DC posts in ECD. ECD are currently under resourced for DC posts within the Fraud Team and in the reporting period of 2018/19 this post will also be part of the transferee process.
29. A new automated recruitment software package will enable the candidate to track where they sit in the application process, (Blue Octopus) which is GDPR compliant. This system will also enable us to hold select lists for certain campaigns which include holding data (applicant pools) for potential future campaigns. Blue Octopus will be launched in June 2018 and will enable HR to record and analyse applicant data at each stage of its process, including BAME, Age and Gender for both Officers and Staff.

Police Staff recruitment

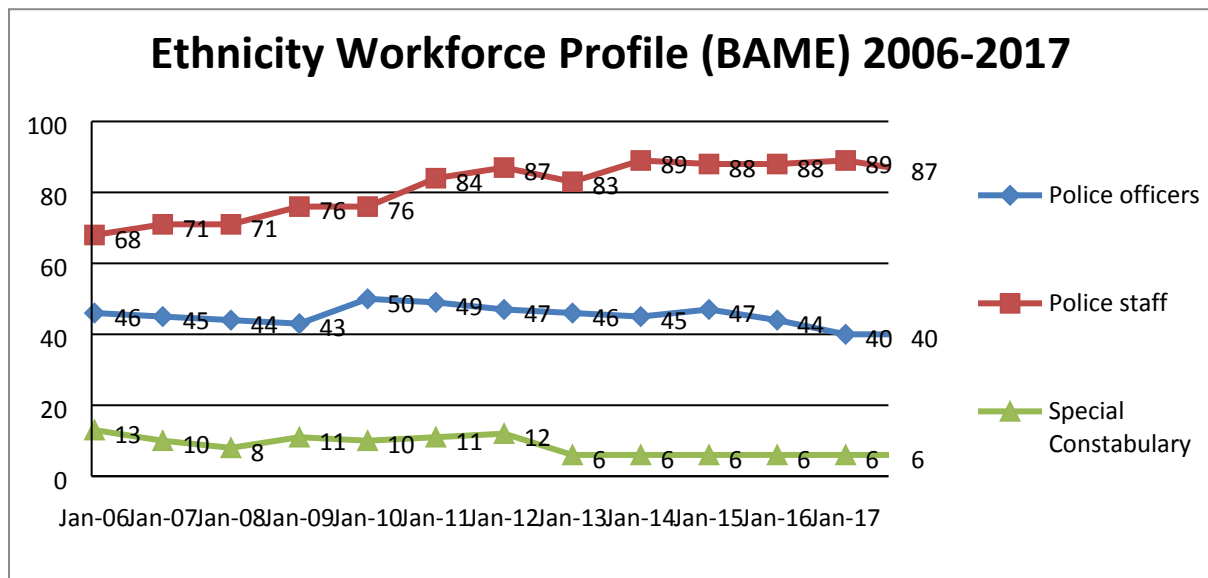
30. A total of 89 police staff have been appointed to substantive and fixed-term roles during the reporting period. No volunteers joined the force during this period.

Equality and inclusion

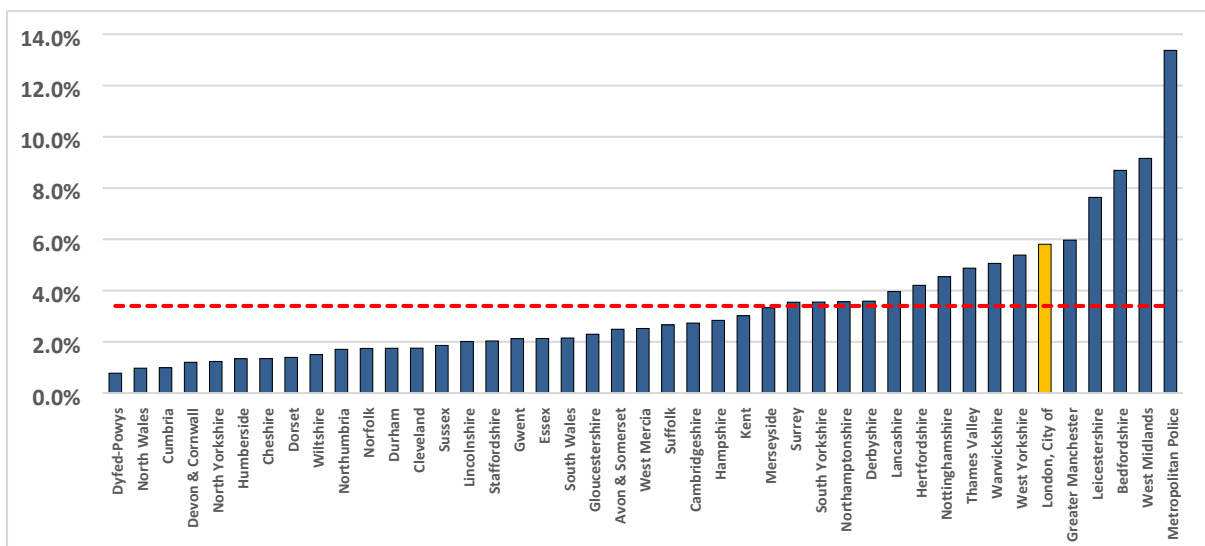
31. During the reporting period, as at the end of 31st March 2018, there has been a very slight decrease in the number of Black, Asian and Minority Ethnic (BAME) Police Staff numbers, however when compared nationally the CoLP is ranked as second highest among all forces nationally. The BAME 2018 action plan endorsed by the college of policing and the 2018-2023 People Strategy is driving a number of activities and innovative approaches to recruitment and attraction strategies. These are currently in the process of implementation to improve the BAME profile. Additionally the force has an Equality and Inclusion Manager and a Board which is looking at ways of promoting the force to the BAME community to encourage increased representation.

32. The recent probationer recruitment campaign through the use of some innovative advertising through specific social media links successfully attracted a number of BAME applicants the officers will join the force on 28th November 2017. As at the end of the reporting period Officer representation has remained static from the previous period and the force is still above the national average in terms of BAME representation amongst police officers.

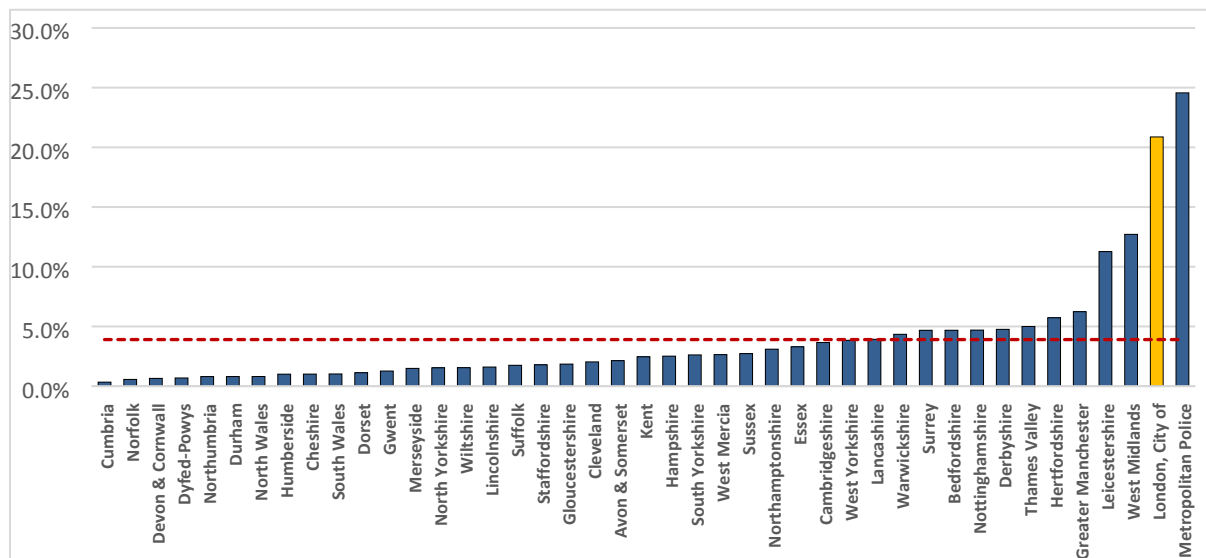
Ethnicity Workforce Profile



Officer BAME representation - National Comparison



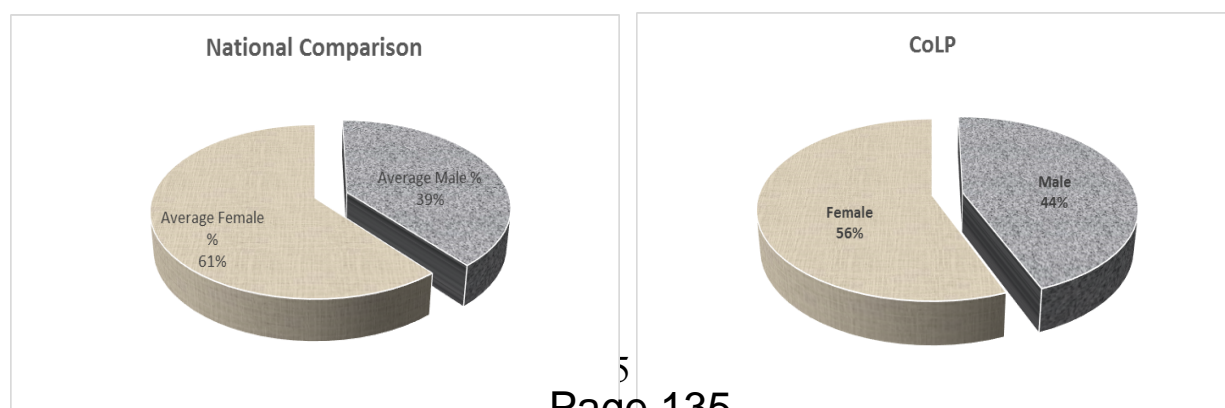
Staff BAME representation - National Comparison



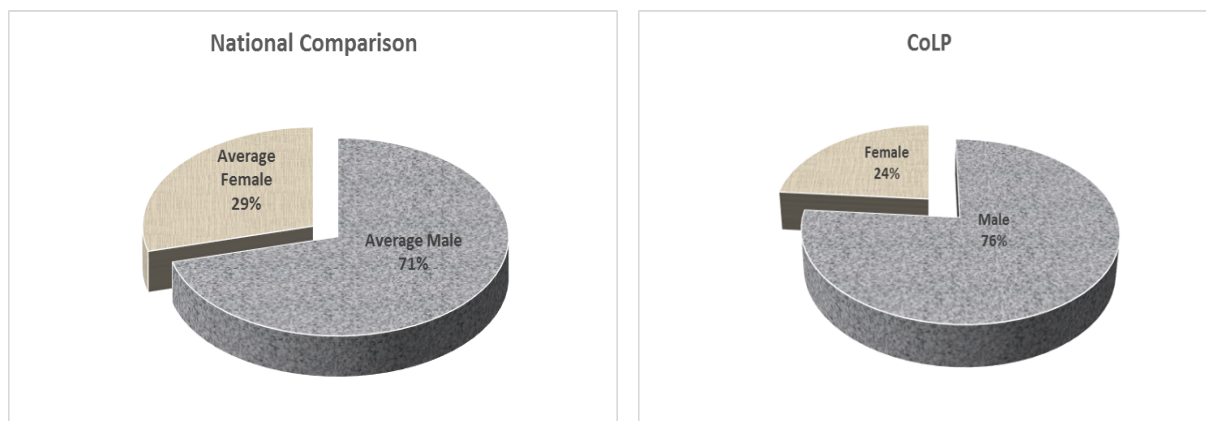
Gender

33. During the last 5 years (2013 – 2018), the percentage of female Police Officers has started to increase with a trend for growth in this area. Again as part of 2018-2023 People Strategy a number of activities are being undertaken to improve female representation. During the recent probationary campaign we have had the following positive outcomes in attracting female applicants; of the 106 applicants 20 were female and all 20 passed initial sift for final assessment with 8 female applicants passing this assessment. The national average female staff employee rate stands at 61%; although the CoLP's female representation rate sits slightly below the national average it is worth noting that the Force has achieved a higher equilibrium of gender amongst staff employees, with the male representation rate slightly higher than the national average. The number of female Police Officers within the force has slightly decreased for the reporting period which sits slightly under the national average.

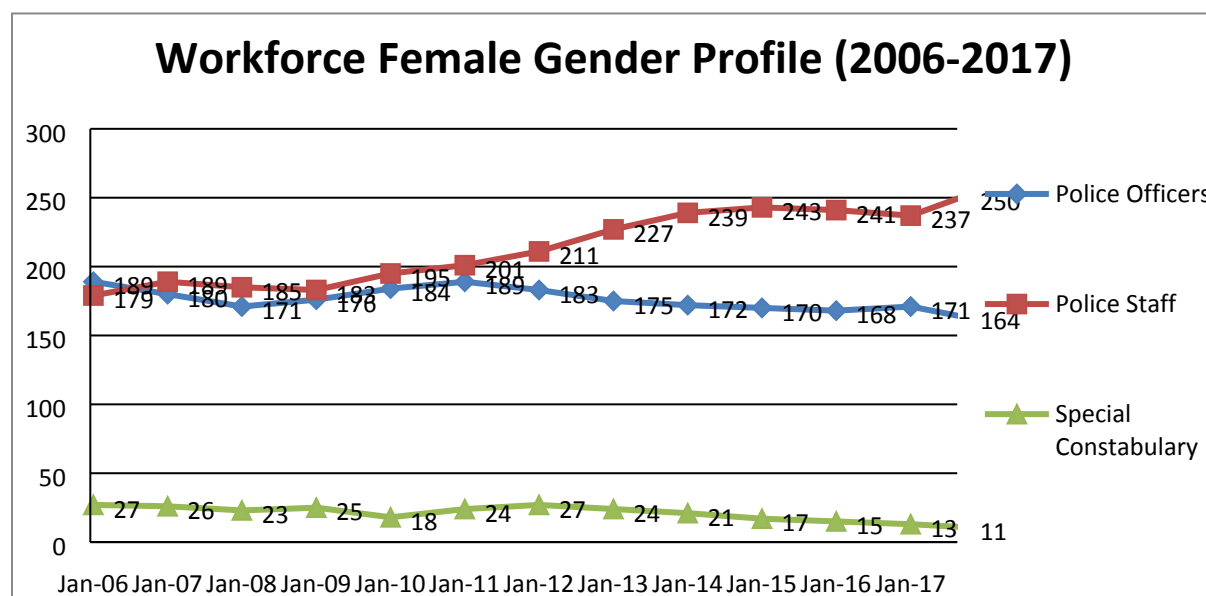
Gender Comparison - Staff



Gender Comparison - Officers



Workforce Female Gender Profile



Disability

34. There are currently 26 Police Officers and 18 Police Staff who identify themselves as having a disability.
35. As of 31st March 2018, 13 officers and 4 members of staff are working under 'recuperative duties' (short term) and we currently have 25 Officers on adjusted duties (long term). "Adjusted Duties" came into effect as a result of the 'Limited Duties' Police regulation in January 2015 for all forces and relates to officers whose duties fall short of full deployment in respect of workforce adjustments (including reasonable adjustments under the Equality Act 2010) For an officer to be placed on adjusted duties, he/she must a) be attending work on a regular basis and b) be working for the full number of hours for which he/she is paid (in either full time or part time substantive role).

Sexual Orientation

36. All Police Officers and Police Staff are invited to define their sexual orientation on application to the City of London Police. Across the workforce 11 staff members and Police Officers have identified themselves as lesbian, gay or bisexual.

Age

37. The current age profile of the Police Staff workforce ranges between 22 and 50+. There are currently 152 Police Staff aged 50 and over, 286 members of staff are between the ages of 22 and 49.
38. The age profile of Police Officers ranges between 25 and 50+, with 1 officer over the age of 60 years. Police Officers can retire once 30 years' service has been completed. The Force currently has 13 Officers who are eligible to retire immediately and a further 16 Officers who are approaching retirement in 2018. UPD have the highest projected retirements with 7 officers approaching retirement age and 4 officers eligible to retire immediately. The current recruitment campaigns as well as promotional campaigns will be filling any vacancies left by projected retirements for 2018.

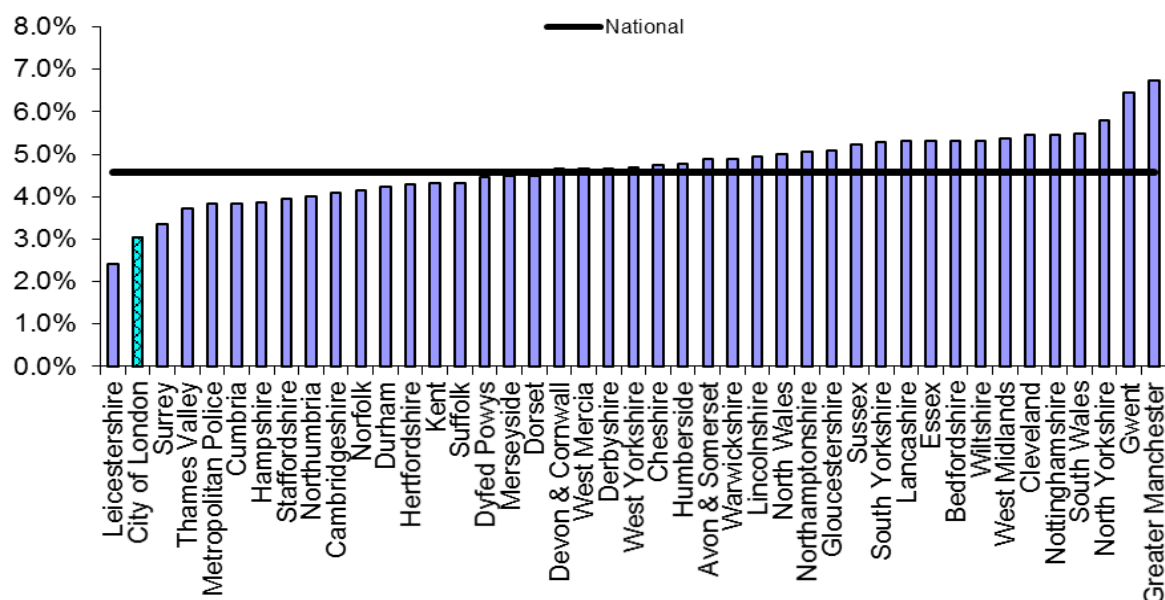
Religion and belief

39. Currently 18% of the total workforce (Police Officers and Police Staff) identify themselves as 'Christian'; 2% as 'Muslim'; 13% as 'another religion'; 19% as having no religious belief: 47% have chosen not to disclose their religion or belief.

Sickness absence management

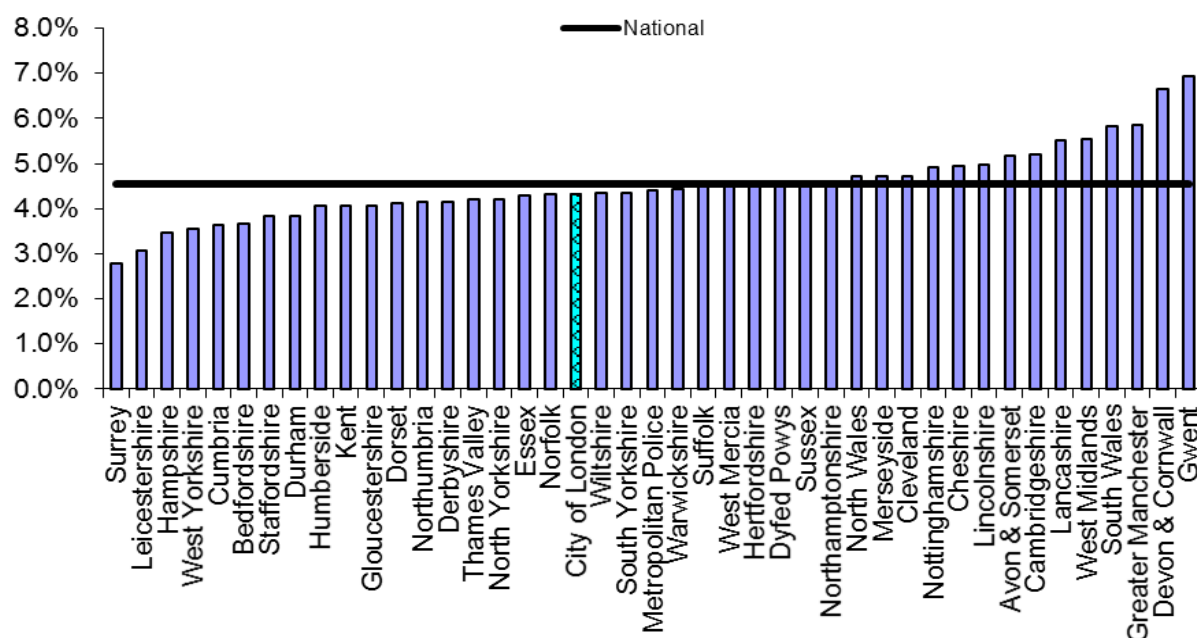
40. The Home Office and Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) monitor sickness absence by working hours lost against 'percentage of contracted hours'. During 2016/17, in percentage terms, (working time lost / contracted hours available) this is 3.0% for Police Officers and 4.3% for Police Staff. For Police Officers the City of London Police is second in the Home Office League tables out of all forces for sickness performance.

Police Officer sickness data – year ending March 2017



Data is strictly for internal management information only.

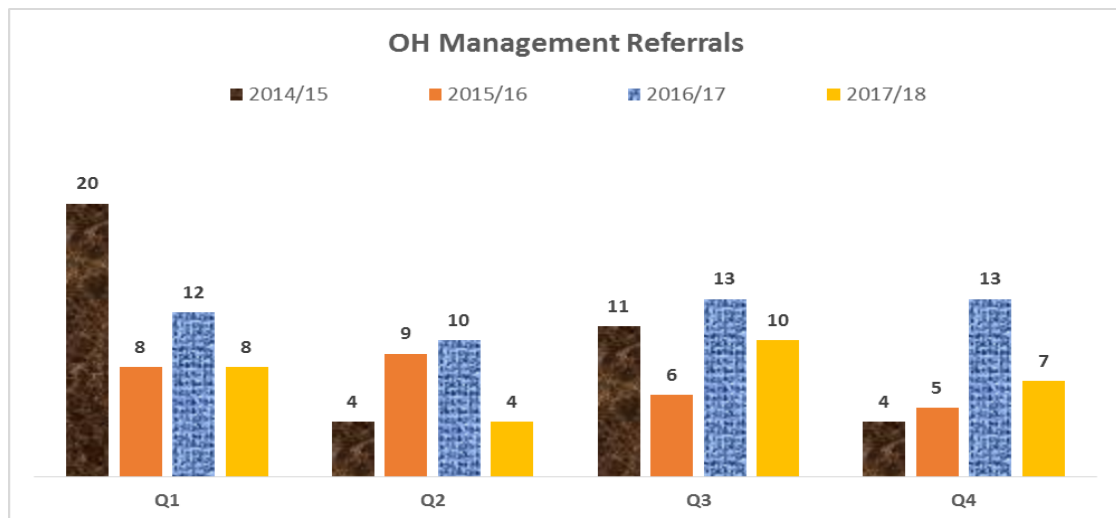
Police Staff sickness data – year ending March 2017



Data is strictly for internal management information only.

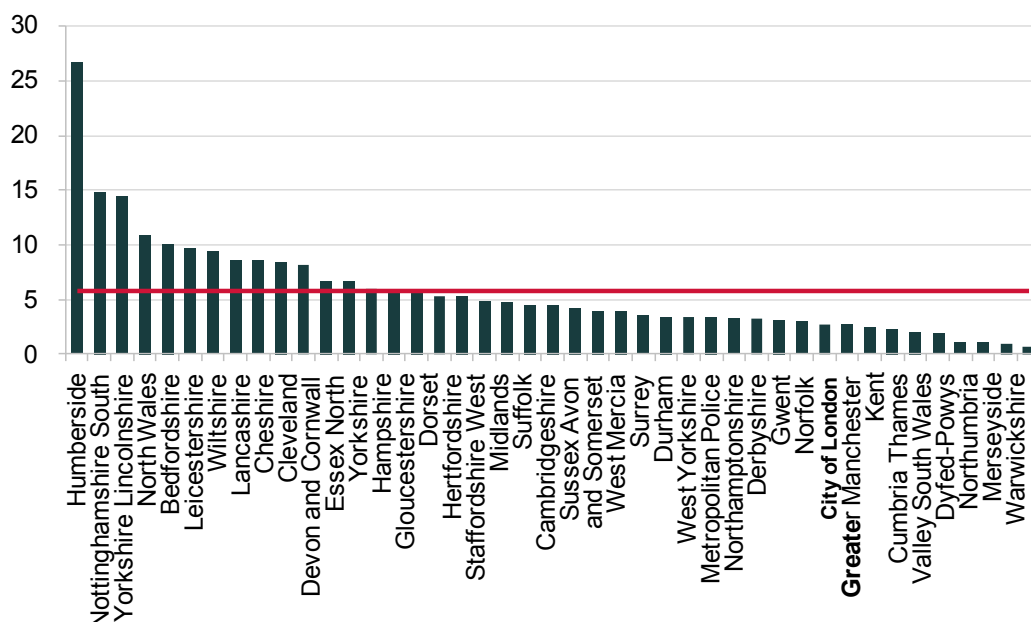
41. The City of London uses working days lost as a comparator. The average working days lost for officers are 2.3 against a target of 6 and staff 2.9 against a target of 7, as at the end of March 2018. Both of these figures reflect a reduction in the reporting period.

42. The reporting of Occupational Health referrals is quarterly reporting and therefore this has been reflected in the management information contained in this report. The overall number of referrals has remained fairly consistent in quarters 2 and 3. It is also worth noting that appointments with OH advisors (offered within 4 days of receipt of a referral) are delivered as per SLA at an 85% rate.



Grievances and Employment Tribunals

43. During the reporting period a total of 8 grievances have been raised which consisted of 4 grievances from Police Staff and 4 grievances from Police Officers.
44. The City of London Police received 2 new Employment Tribunal claims within the reporting period. The chart below shows the number of grievances finalised per 1,000 workforce in police forces compared with the average for England and Wales, in the 12 months to 31st of March 2016. The number of grievances in the 12 month period ranged from 0.7 to 26.7 per 1,000 workforces, with England and Wales average of 5.7 grievances per 1,000 staff.



Well Being

45. Following the HMICFRS review in 2017 the Force were given an AFI for this particular area. As a result of this a Force Well Being Champion was appointed – Chief Supt Glenn Maleary who had a remit to lead this area forward in the Force Health and Safety and enshrine the ethos throughout the Force.
46. The Force has also implemented a Well Being Framework for 2018 – 2023 which outlines the importance of ensuring the Well Being of our officers and staff whether it is mental or physical in order to have a workforce that can meet the challenges facing the Force and thereby supporting the tenets of the Corporate Plan.
47. The Wellbeing Framework provides managers and staff with guidance on how to support wellbeing and is going to be updated every 6 months to highlight initiatives and events that are available to our workforce such as Prostate Cancer awareness, National Cholesterol Month and Ovarian Cancer awareness

Staff Survey

48. The Force undertook The Durham University & College of Policing Staff Survey in the summer of 2017. This is a survey that has been used by 33 Police Forces and one Fire & Rescue Service.
49. The Force had the highest return rate of any of the Forces that undertook this survey with the results being presented to the Force at the later end of 2017.
50. The Key findings were around perceived fairness, perceived hindrance factors and perceived lack of Organisational Support. Members have already received a comprehensive report to the Police Committee with regard to the Staff Survey in December 2017 (Pol 78-17 refers).
51. In response to some the key findings pertinent to the HR Directorate we are looking to implement increasing the business hours of the HR department so staff are available later in the day, HR are working on a Management Development Programme, relaunching the Keep in Touch scheme for staff and officers who are on any kind of extended leave of absence and ensuring consistency across all the Local Resource Planning meetings so decisions made are equitable.

Recommendation

52. Members are asked to note the report.

Julia Perera

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