



Performance and Resource Management Committee of the Police Authority Board

Date: FRIDAY, 21 JUNE 2019

Time: 10.30 am

Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members: Deputy James Thomson (Chairman)
Douglas Barrow (Ex-Officio Member)
Nicholas Bensted-Smith
Deputy Keith Bottomley
Tijs Broeke
Andrew Lentin
Kenneth Ludlam (External Member)
Caroline Mawhood (External Member)
Deborah Oliver
Vacancy – Co-Opted Member

Enquiries: Alistair MacLellan / alistair.maclellan@cityoflondon.gov.uk

N.B. part of this meeting may be subject to audio-visual recording.

Lunch will be served in the Guildhall Club at 1pm

FUTURE MEETINGS
15 November 2019 at 10.30am
7 February 2020 at 10.30am

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. **TERMS OF REFERENCE**

To receive the terms of reference of the Committee as agreed by the Police Authority Board at its meeting on 16 May 2019.

For Information
(Pages 1 - 2)

4. **MINUTES**

To agree the public minutes and non-public summary of the meeting held on 6 February 2019.

For Decision
(Pages 3 - 12)

5. **REFERENCES**

Joint Report of the Town Clerk and Commissioner.

For Information
(Pages 13 - 20)

6. **INTERNAL AUDIT UPDATE REPORT**

Report of the Head of Audit and Risk Management.

For Information
(Pages 21 - 76)

7. **REVENUE AND CAPITAL BUDGET OUTTURN REPORT 2018/19**

Report of the Commissioner.

For Information
(Pages 77 - 90)

8. **BUDGET MONITORING MONTH 2 - 2019/20**

Report of the Commissioner.

For Information
(Pages 91 - 102)

9. **HMICFRS INSPECTION UPDATE**

Report of the Commissioner.

For Information
(Pages 103 - 138)

10. **PERFORMANCE AGAINST MEASURES END OF YEAR 2018-19 FOR THE
POLICING PLAN 2018-20**

Report of the Commissioner.

For Information
(Pages 139 - 192)

11. **HUMAN RESOURCES MONITORING INFORMATION 1ST OCTOBER 2018 - 31ST
MARCH 2019**

Report of the Commissioner of Police.

For Information
(Pages 193 - 210)

12. **BAME DRAFT ACTION PLAN 2019-2025**

Report of the Commissioner.

For Information
(Pages 211 - 224)

13. **COMMUNITY SURVEY RESULTS 2018/19**

Report of the Commissioner.

For Information
(Pages 225 - 248)

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

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

16. **EXCLUSION OF THE PUBLIC**

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

Part 2 - Non-Public Agenda

17. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 6 February 2019.

For Decision
(Pages 249 - 250)

18. **NON-PUBLIC REFERENCES**
Joint Report of the Town Clerk and Commissioner.
- For Information**
(Pages 251 - 252)
19. **TRANSFORM PROGRAMME: UPDATED ESTIMATE OF CASH RELEASING BENEFITS (CRBS) AND ENHANCED INCOME GENERATION**
Report of the Commissioner.
- For Information**
(Pages 253 - 268)
20. **WORKFORCE PLAN 2018-2023- REFRESH**
Report of the Commissioner.
- For Information**
(Pages 269 - 300)
21. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
22. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB-COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

Performance and Resource Management Committee of the Police Authority Board

Composition

- The Chairman and Deputy Chairman of the Police Authority Board (ex-officio);
- Up to five Members of the Police Authority Board appointed by the Police Authority Board;
- Two co-opted Members to be appointed by the Audit and Risk Management Committee; and
- Up to one more co-opted Member to be appointed by the Police Authority Board.

Terms of Reference

To be responsible for:

- a. overseeing the monitoring of performance against the City of London Policing Plan;*
- b. overseeing the Force's resource management in order to maximise the efficient and effective use of resources to deliver its strategic priorities;*
- c. making recommendations to the Police Authority Board to change procedures, where necessary, to bring about improvements in performance;*
- d. monitoring government, policing bodies and other external agencies' policies and actions relating to police performance and advising the Police Authority Board or Commissioner as appropriate; and*
- e. any other matter referred to it by the Police Authority Board.*

Membership 2019/20

Deputy James Thomson (Chairman)
Doug Barrow (Ex-Officio)
Tijs Broeke
Nick Bensted-Smith
Deputy Keith Bottomley
Andrew Lentin
Deborah Oliver
Kenneth Ludlam (Audit and Risk Management Committee Co-Opted Member)
Caroline Mawhood (Audit and Risk Management Committee Co-Opted Member)
Vacancy – Co-Opted Member

Frequency of Meetings

Quarterly

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PERFORMANCE AND RESOURCE MANAGEMENT SUB (POLICE) COMMITTEE **Wednesday, 6 February 2019**

Minutes of the meeting of the Performance and Resource Management Sub (Police)
Committee held at Committee Room 4 - 2nd Floor West Wing, Guildhall on
Wednesday, 6 February 2019 at 11.00 am

Present

Members:

Deputy James Thomson (Chairman)
Douglas Barrow (Ex-Officio Member)
Deputy Keith Bottomley
Andrew Lentin (External Member)
Kenneth Ludlam (External Member)
Caroline Mawhood (External Member)

City of London Police Authority:

Caroline Al-Beyerty	- Deputy Treasurer / Deputy Chamberlain
Alistair Cook	- City of London Police Authority Finance Team
Jeremy Mullins	- Head of Audit and Risk Management
Pat Stothard	- Chamberlain's Department
Alex Orme	- Head of Police Authority Team
Alistair MacLellan	- Town Clerk's Department

City of London Police Force:

Alistair Sutherland	- Assistant Commissioner
Cecilie Booth	- Interim Director of Finance
David Drane	- City of London Police
Hayley Williams	- City of London Police
Stuart Phoenix	- City of London Police
Luke Baldock	- City of London Police
Oliver Shaw	- City of London Police
Paul Adams	- City of London Police

1. APOLOGIES

Apologies were received from Nick Bensted-Smith and Tijs Broeke.

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

There were no declarations.

3. MINUTES

RESOLVED, that the public minutes and non-public summary of the meeting held on 23 November 2018 be approved as a correct record.

4. **PUBLIC OUTSTANDING REFERENCES**

Members considered a report of the Town Clerk regarding public outstanding references from previous meetings and the following points were made.

14/2018/P – Police Telephony

- Members noted that this reference had been completed and could be closed.

15/2018/P – FOI Requests

- Members noted that the outstanding backlog of cases now stood at 16, and that the reference would remain open until all cases had been closed.

16/2018/P – Inspection – Initial Police Response to Hate Crime

- Members noted that this reference had been completed and could be closed.

17/2018/P – Stop and Search Data

- Members noted that this reference had been completed and could be closed. The Assistant Commissioner noted at Q3 data would be published mid-February 2019.

18/2018/P – Stop and Search Training

- The Assistant Commissioner noted that 26 officers and staff remained to be trained, and that the delay was due to operational pressures. The remaining officers and staff would be trained by April 2019.

20/2018/P – Staff Survey

- The Assistant Commissioner agreed to circulate the action plan and headline messaging arising from the staff survey.

22/2018/P – Police Bank Accounts

- The Assistant Commissioner noted that, contrary to the written update, this reference remained open.

Members noted that the remaining references were complete and could therefore be closed.

- 24/2018/P (Detection Rates)
- 25/2018/P (Measure 5 – Countering Fraud)
- 26/2018/P (Briefing Note regarding steps to reduce crime).

RESOLVED, that the report be received.

5. REVENUE BUDGET MONITORING REPORT TO DECEMBER 2018

Members agreed to vary the order of items on the agenda so that Item 8 (Revenue Budget Monitoring to December 2018) was considered next.

Members considered a report of the Commissioner of Police regarding Revenue Budget Monitoring to December 2018 and the following points were made.

- The Interim Director of Finance noted that the revenue budget monitoring process had been challenging given the errors made in the original budget process. The reporting format had now been changed to reflect a pay/non-pay format. Members were reminded of the bottom-line overspend in the revised budget, with additional budget pressures such as the Force's Rail Travel Scheme. Members were also reminded that the Force's capital budgets remained to be reviewed.
- In response to a request, the Interim Director of Finance agreed to circulate the additional budget mitigations schedule to Members outside of the meeting **(1/2019/P)**.
- The Interim Director of Finance noted that of the £750k of planned income through the Force's Corporate Plan, £500k had been achieved. There had been some shortfall in reaching income targets where the Force had experienced capacity issues.
- The Deputy Treasurer noted that the Authority had concerns regarding the Force's spend on overtime as set out within appendix 2 – at December 2018, the Force had already reached 88% of forecast spend. The Deputy Treasurer noted that the Authority would welcome, as mitigation, assurance from the Force that this item of spend was being actively monitored **(2/2019/P)**.
- The Deputy Treasurer concluded by noting that, from the Authority's perspective, key risks going forward included securing Home Office funding as part of the Medium-Term Financial Plan and leave/time off in lieu.
- The Chairman noted that he shared the concerns expressed by the Deputy Treasurer and would welcome any assurances that could be provided from the Force regarding how these risks were being mitigated. It was of paramount important that the Force, in this context, set a strong budget for 2019/20.
- In response to a request from a Member, the Interim Director of Finance agreed to provide a granular breakdown of the detailed forecast provided at appendix 2 **(3/2019/P)**.

- The Chairman requested that the Interim Director of Finance review how any Home Office monies and other income lines received could be effectively accounted for when reported to Members **(4/2019/P)**.
- In response to a question, the Interim Director of Finance replied that the Force would have a clearer idea of the figure of monies received from the Home Office in March 2019.
- A Member noted that the new reporting format was useful in providing visibility of the numbers within the revenue budget. What he would now welcome in reporting going forward would be an element of analysis around the security of income **(5/2019/P)**.
- In response to a question, the Interim Director of Finance replied that she was reasonably confident that the Force's savings targets could be met and agreed to provide an updated forecast at the next meeting **(6/2019/P)**.
- In response to a question, the Interim Director of Finance confirmed that she had enough staff resource currently.
- The Interim Director of Finance concluded by noting she would provide Members with detailed schedules and risks in future reporting **(4/2019/P)**.

RESOLVED, that the report be received.

6. CITY OF LONDON POLICE BUDGET 2019/20

Members considered a report of the Commissioner of Police regarding Revenue and Capital Budgets for 2019/20 and the following points were made.

- The Interim Director of Finance noted that the Force would be mindful of planned Transform savings.
- The Deputy Treasurer noted the planned Business Rate Premium increase from £8.8m in 2018/19 to £13m in 2019/20. She noted that, as it stood, the 2019/20 budgets did not factor in any planned risk, and therefore any further requests for funding from the Force to the Authority would be subject to a great deal of scrutiny – the Authority would want to be clear what additionality any further funding would provide the Force.
- The Chairman noted that it was imperative that the Force provided the Authority with a detailed Demand report that could be scrutinised.
- A Member noted that any further request for funding should be scrutinised alongside the Force's forecast spend.
- The Deputy Treasurer noted that the transfer from Reserves provided in 2018/19 was intended to bridge an identified funding gap. It was

important, from the Force's perspective, that any increase in the Business Rate Premium, if agreed by the Court of Common Council, be linked to Force additionality.

- Members requested that future revenue and capital budget reporting include relevant sections on budget monitoring and a summary of risks as aforementioned in the Budget Monitoring item.

RESOLVED, that Members

- Note the latest projected outturn position for the 2018/19 revenue budget;
- Note the provisional 2019/20 revenue budget;
- Note that a business case for additional resources will be submitted to a future meeting of the Police Committee **(7/2019/P)**.

7. **HER MAJESTY'S INSPECTORATE OF CONSTABULARY AND FIRE & RESCUE SERVICES (HMICFRS) INSPECTION UPDATE**

Members considered an update report of the Commissioner of Police regarding Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) Inspection and the following points were made.

- The Commissioner of Police noted there were 15 outstanding recommendations, down from 24 at the time Members considered the last update report. There were 12 new 'Green' recommendations to report to the Sub-Committee. The Force had been notified for three forthcoming inspections around Counter-Terrorism (Prevent), Cyber, and Crime Data Integrity.
- The Chairman of the Police Committee noted that he would raise the pace of forthcoming inspections at the next Her Majesty's Inspectorate of Constabulary (HMIC) meeting **(8/2019/P)**.
- The Chairman noted that he would welcome additional detail within future report summary on whether recommendations were open, closed or progressed since the last reporting period, and that clarity be sought on deadlines for delivery on recommendations where these had not been explicitly provided by HMICFRS **(9/2019/P)**.
- In response to a question, the Assistant Commissioner of Police noted that the Force was considered a national lead on mental health due to the on-street triage approach.

RESOLVED, that the report be received.

8. **3RD QUARTER PERFORMANCE AGAINST MEASURES SET OUT IN THE POLICING PLAN 2018-21**

Members considered a report of the Commissioner of Police regarding Third Quarter (Q3) performance against measures set out in the Policing Plan 2018-21 and the following points were made.

- The Assistant Commissioner noted that the number of offences recorded overall equated to 3.6 per day. The Force was paying attention to the increase in Violent Crime (Measure 6) and Acquisitive Crime (Measure 9).
- The Assistant Commissioner continued, noting that the Force had improved the way in which it improved its response to, and recording of, crime and as a result he was confident existing processes would be graded Good by any forthcoming inspections.
- The Assistant Commissioner noted that the increase in crime outlined within the report should be considered in the context of a 250k increase in crimes nationally – in this context, the Force's performance was arguably satisfactory and compared favourably with its closest relevant peer.
- Nevertheless, daily briefings of Non-Commissioner Officers (NCOs) were designed to set expectations around appropriate management of crime. For example, whilst a crime such as shoplifting featured as a low priority on the overall threat, harm and risk matrix, the Force was mindful of the degree of confidence City residents and business would have in the Force would be depend on the Force's response to such crimes.
- In response to a question, the Assistant Commissioner confirmed that the Force had ambitions to utilise Artificial Intelligence to inform its response to crime in the future, but owing to the small geographic area, it may not be as effective as in a large county or metropolitan force for example.
- In response to a question, the Assistant Commissioner noted that the increase in public disorder was largely due to issues around alcohol and the Night Time Economy (NTE) and the fact that the Force was being more proactive in addressing those issues.
- In response to a comment from a Member regarding the Force's capacity to address recent increases in crime across some Measures, the Assistant Commissioner noted that he would circulate some more detailed figures to Members outside of the meeting **(10/2019/P)** and assured Members that steps were being taken to be more efficient in assessing the likelihood of the requirement for arrest in areas such as crime associated with the NTE.
- In response to a question, the Assistant Commissioner noted that the planned recruitment freeze would reduce Force headcount slightly.

- In response to a question regarding what approaches were being taken to mitigate the issues identified within the report, the Assistant Commissioner noted that a report would be brought back to Members outlining how Force performance measures could be assessed within the Authority's corporate strategy envelope of the four Ps – Pride, Pace, Passion and Professionalism **(11/2019/P)**.
- The Chairman noted that he would welcome an assessment on the impact of the transfer of staff from the Economic Crime Directorate to other roles in a future report to the Sub-Committee **(12/2019/P)**.
- In response to a question, the Assistant Commissioner confirmed that patrolling had been increased on Thursday and Friday nights for the time being.

RESOLVED, that the report be received.

9. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE

There were no questions.

10. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There was one item of other business.

10.1 Internal Audit Update Report

Members considered an update report of the Head of Audit and Risk Management regarding the internal audit work conducted with the Force and the following points were made.

- The Head of Audit and Risk Management noted that an action plan had been provided by the Force to mitigate the identified recommendations arising from the Authority's Internal Audit team. Four recommendations were currently graded Red, and 49 Amber.
- In response to a query from a Member, the Head of Audit and Risk Management noted that a range of performance indicators had been agreed in consultation with the Commissioner and, as a result, it was felt sensible to defer 35 days of planned internal audit work.
- The Assistant Commissioner and the Head of Audit and Risk Management confirmed they were content with the identified internal audit priorities.
- In response to a question, the Assistant Commissioner confirmed work was being undertaken to address those recommendations where scheduled deadlines for completion had been missed.

- In response to a question, the Head of Audit and Risk Management confirmed that Action and Know Fraud would be subject to an internal audit.
- The Deputy Treasurer noted that the Internal Audit team should also review any mitigating actions being undertaken by the Force (13/2019/P).

RESOLVED, that the report be received.

11. **EXCLUSION OF THE PUBLIC**

RESOLVED, that under Section 100(A) of the Local Government Act 1972 the public be excluded from 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.

12. **NON-PUBLIC MINUTES**

RESOLVED, that the non-public minutes of the meeting held on 23 November 2018 be approved as a correct record.

13. **NON-PUBLIC OUTSTANDING REFERENCES**

Members considered a report of the Town Clerk regarding non-public outstanding references.

14. **UPDATE - CITY OF LONDON POLICE ANNUAL EFFICIENCY SAVINGS / TRANSFORM PROGRAMME**

Members considered an update report of the Commissioner regarding the City of London Police's Annual Efficiency Savings / Transform Programme.

At this point of the meeting, two hours having elapsed, Members agreed to continue the meeting until all items of business had been considered in line with Standing Order 40 of the Court of Common Council.

15. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**

There were no non-public questions.

16. **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 item of non-public urgent business.

16.1 **Action and Know Fraud Project**

Members considered a report of the Commissioner of Police regarding the Action and Know Fraud Project.

The meeting ended at 1.14 pm

Chairman

Contact Officer: Alistair MacLellan / alistair.maclellan@cityoflondon.gov.uk

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PEFORMANCE AND RESOURCE MANAGEMENT SUB (POLICE) COMMITTEE

OUTSTANDING REFERENCES

No.	Meeting Date & Reference	Action	Owner	Status
15/2018/P	<p>23/11/18 Item 7 - <i>Internal Audit Update</i></p> <p>FOI Requests</p>	In response to concern expressed by a Member regarding the Red Assurance Rating of City of London Police Freedom of Information Requests 2017/18, the Head of Audit and Risk Management noted that the statutory period for acknowledgement was being met, but that there was a backlog of detailed responses.	City of London Police/City of London Internal Audit	<p>UPDATE AT JUNE 2019 MEETING</p> <p>The outstanding FOI requests have now been completed. However, yet to be followed up by Internal Audit which could not be completed before the Committee deadline. Once this has been done and Internal Audit is satisfied it will be marked as COMPLETE.</p>

PEFORMANCE AND RESOURCE MANAGEMENT SUB (POLICE) COMMITTEE

OUTSTANDING REFERENCES

18/2018/P	<p>23/11/18 Item 5 - <i>HMICFRS Inspection Update</i></p> <p>Stop & Search Training</p>	In response to a question from a Member regarding stop and search training made available to City Police officers, the Commissioner of Police replied that all City Police officers had been graded for training.	City of London Police	<p>COMPLETE</p> <p>As reported to the May Police Authority Board, all Priority 1 officers are now trained. There is an ongoing training programme for priority 2 and 3 officers. Any transferees who join the Force are trained according to the role that they have joined the Force to undertake. New recruits receive approx. 3 days of Stop and Search Training as it forms a large part of their Diploma. Unless there is a significant change in procedure or legislation then it is likely that a refresher programme for P1-3 officers would take place in 3-5 years' time.</p>
19/2018/P	<p>23/11/18 Item 6 - <i>HR Monitoring Information 1st April-30th September 2018</i></p> <p>BAME Action Plan</p>	In response to a question from a Member, the Commissioner of Police agreed to provide the relevant recruitment strategy and action plan for boosting gender and Black and Minority Ethnic (BAME) representation in the Force.	City of London Police	<p>COMPLETE – ON AGENDA</p>

PEFORMANCE AND RESOURCE MANAGEMENT SUB (POLICE) COMMITTEE

OUTSTANDING REFERENCES

20/2018/P	23/11/18 Item 6 - <i>HR Monitoring Information 1st April-30th September 2018</i> Staff Survey	In response to a question from a Member, the Commissioner agreed to provide the action plan arising from the recent staff survey, once approved, and the headline messaging from the staff survey itself.	City of London Police	COMPLETE Circulated by Town Clerk to Members of Performance and Resource Management Committee.
21/2018/P	23/11/18 Item 6 - <i>HR Monitoring Information 1st April-30th September 2018</i> Staff Leavers data as a %	In response to a comment from a Member, the Commissioner of Police noted that the Management Information Officer would be able to convert the numbers regarding officer and police staff leavers into percentages of total workforce for the next update to the Sub Committee.	City of London Police	COMPLETE- ON AGENDA % figures for leavers are included on P6 of the HR Monitoring Report on the agenda.
22/2018/P	23/11/18 Item 7- Internal Audit update report Police Bank Accounts	The Head of Audit and Risk Management noted that the Internal Audit team was currently monitoring the reconciliation of police bank accounts and in particular the reconciliation between defendants' funds for deposit and the amounts credited to the bank accounts. An update on implementation could be provided to Members in January 2019.	City of London Police/ Chamberlain (Internal Audit)	COMPLETE Following the reconciliation exercise with Internal Audit the 3 recommendations are presented within Appendix 3 of the Internal Audit Report on the agenda with 2 articulated as no longer valid and the third being shown as Implementation Evidenced.

PEFORMANCE AND RESOURCE MANAGEMENT SUB (POLICE) COMMITTEE

OUTSTANDING REFERENCES

23/2018/P	<p>23/11/18 Item 7- Internal Audit Update Report</p> <p>Appendix – Format of Schedule of “live” recommendations</p>	In response to comments from Members, the Head of Audit and Risk Management agreed that the format and descriptors used for current internal audit reporting could be amended to enable Members to provide more effective scrutiny.	Chamberlain (Internal Audit)	UPDATE AT JUNE 2019 MEETING
1/2019/P	<p>6 February 2019 Item 5 – Revenue Budget Monitoring to December 2018</p>	Additional mitigation Budget Schedule to be circulated to Members outside of the meeting.	Interim Director of Finance	<p>COMPLETE</p> <p>The Budget Mitigation Schedule was sent to the Town Clerk’s office to circulate to members of the P&RM Committee.</p>
2/2019/P	<p>6 February 2019 Item 5 – Revenue Budget Monitoring to December 2018</p>	Assurance to be provided that Overtime spend is being actively monitored/mitigated.	Commissioner of Police	<p>COMPLETE</p> <p>YTD Report on agenda detailing new processes for monitoring O/T</p>
3/2019/P	<p>6 February 2019 Item 5 – Revenue Budget Monitoring to December 2018</p>	Granular breakdown of Detailed Forecast to be provided.	Commissioner of Police	<p>COMPLETE</p> <p>YTD budget monitoring report on the agenda Forecast included in Appendix 1</p>
4/2019/P	<p>6 February 2019 Item 5 – Revenue Budget Monitoring to December 2018</p>	Review to be conducted to establish how Home Office funding and other income streams can be effectively accounted and reported to Members – detailed scheduled and risks to be reported to Members going forward.	Commissioner of Police	<p>COMPLETE</p> <p>Income streams shown and Risk Mitigation included in the Revenue Budget Monitoring Report due for YTD 19/20 on agenda.</p>

PEFORMANCE AND RESOURCE MANAGEMENT SUB (POLICE) COMMITTEE

OUTSTANDING REFERENCES

5/2019/P	6 February 2019 Item 5 – Revenue Budget Monitoring to December 2018	Next and future revenue reporting to include analysis of security of income.	Commissioner of Police	ON GOING At this point in the year (month 2) the Force is reassured that all income streams are stable but as the year moves forward this will be reviewed with the MTFP refresh due in the Autumn and future budget monitoring reports.
6/2019/P	6 February 2019 Item 5 – Revenue Budget Monitoring to December 2018	Updated outturn 18/19 to be provided at next Sub-Committee meeting	Commissioner of Police	COMPLETE - ON AGENDA
7/2019/P	6 February 2019 Item 5 – Revenue Budget Monitoring to December 2018	Business case for additional resources to be submitted to a future meeting of Police Committee.	Commissioner of Police	COMPLETE This was submitted to the Police Committee on the 4th April 2019 and was dealt with by way of resolution to RASC and P&R Committee on 2 nd May 2019.
8/2019/P	6 February 2019 Item 7 – HIMCFRS Inspection Update	Chairman of Police Committee to raise pace and frequency of HMICFRS inspections at next HMIC meeting	Town Clerk/ Head of Police Authority	UPDATE AT JUNE 2019 MEETING

PEFORMANCE AND RESOURCE MANAGEMENT SUB (POLICE) COMMITTEE

OUTSTANDING REFERENCES

9/2019/P	6 February 2019 Item 7 – HIMCFRS Inspection Update	Future reporting to include detail in the Summary on whether recommendations have been progressed, remain open, or are closed. Clarity to be sought on deadlines for delivery of open recommendations.	Commissioner of Police	COMPLETE This has been addressed in the Summary to show progress from last update. All due dates and deadlines are shown in the appendix as appropriate.
10/2019/P	6 February 2019 Item 8 – Q3 Performance against Policing Plan	More detailed breakdown and context of crimes being committed to be circulated to Members.	Commissioner of Police	COMPLETE Update 28th May- Members already receive a complete and comprehensive breakdown and context of crimes within the Appendix of the Performance-v-Force Policing Plan Measures reported to this Committee.

PEFORMANCE AND RESOURCE MANAGEMENT SUB (POLICE) COMMITTEE

OUTSTANDING REFERENCES

11/2019/P	6 February 2019 Item 8 – Q3 Performance against Policing Plan	Report to be submitted to Members regarding assessment of Force performance against the Authority's four Ps.	Commissioner or Police	<p>Not completed for the reasons outlined in the update.</p> <p>Update 28th May- The City of London Corporation has 4Ps which are Pride, Pace, Passion and Professionalism. Whilst there is nothing incompatible in that set with Force values/ Code of Ethics, they do not map across to the policing plan performance measures which are reported to the Authority. It is not, therefore, possible to report Force performance against the CoLs 4Ps. However, CoLP's tactical plans are developed using a standard which is recognised across <i>policing nationally</i>, and known as the 4Ps (Prevent, Pursue, Protect and Prepare). Historically, performance outcomes have not been broken down to each of these headings, but have been kept at a higher, overall level. There would be no particular value in breaking them down in this way.</p>
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PEFORMANCE AND RESOURCE MANAGEMENT SUB (POLICE) COMMITTEE

OUTSTANDING REFERENCES

12/2019/P	6 February 2019 Item 8 – Q3 Performance against Policing Plan	Assessment of impact of transfer of staff from Economic Crime Directorate to other roles to be submitted to Members.	Commissioner of Police	<p>COMPLETE</p> <p>There has been no particular impact of staff transferring from ECD to other roles in the Force.</p> <p>7 officers have transferred from ECD to other roles since 1st April 2018- 31st March 2019 based on workforce changes and postings panels.</p> <p>2 to Business Support Directorate 4 to Crime Directorate 1 to Uniformed Policing Directorate</p> <p>However, the posts within ECD have been backfilled as appropriate from postings so this has not had a detrimental effect on the Directorate.</p>
13/2019/P	6 February 2019 Item 10 – AOB – Internal Audit Update	Internal Audit to be conducted on budget mitigation measures undertaken by the Force.	Internal Audit	<p>UPDATE AT JUNE 2019 MEETING</p>

Committee(s)	Dated:
Performance and Resources Sub (Police) Committee	21 st June 2019
Subject: Internal Audit Update Report	Public
Report of: Head of Audit and Risk Management	For Information
Report author: 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) and the Police Authority since the last report in February 2019.

There were originally eight audits included within the 2018-19 Internal Audit Plan. Following the completion of the Police Key Financial Controls Audit (the outcome was reported to the February 2019 meeting), three audits were deleted from the plan: IT Technology Refresh Project (10 days); Police Performance Indicators (5 days); and Police Officers' Expenses (20 days). Two audits were deferred to 2019-20: Police Payroll and Overtime (20 days); and Police Premises Expenditure (15 days). Three audits have been completed to draft report stage: Interpreters Fees (5 days); Procurement Contract Management (10 days); and Front Offices (10 days).

An additional two Police Authority audits have been completed as follows: to draft report stage: Corporate Wide Police Accommodation (15 days); Final Report Issued Police Key Financial Controls Additional Testing (10 days). The interim outcome of both these audits was reported to your Committee in November 2018 and February 2019 respectively. A further audit requested by your Sub Committee to obtain assurance that the Fleet Street Accommodation Programme has been informed by the issues identified by the Police Accommodation Programme has been completed to draft report stage (15 days). In addition, a further audit testing Key Financial Controls was undertaken during January (10 days).

Following a recent meeting between the CoLP Assistant Commissioner, the CoLP Interim Chief Operating Officer, the Policy Manager (Town Clerks), and the Head of Internal Audit and Risk Management, the 2019-20 Audit Plan has been agreed. There is a total of 125 days for the plan comprising the carried forward audit of Premises Expenditure and the following audits: Payroll & Overtime (15 days) deferred from 2018-19 and currently being planned; Premises Expenditure (15 days) deferred from the 2018-19 plan and currently being planned; Transform Change Programme Phase 1 (6 days) and Phase 2 (14 days); Workforce Planning (15 days), and Financial Forecasting (20 days). A further 40 audit days are included for the Police Authority covering the Fleet Street Accommodation Programme (20 days) and Contingency (20 days).

There were eight planned corporate-wide audits completed within 2018-19. None of the recommendations arising from these audits referred directly to the CoLP.

At the November 2018 meeting Members requested sight of all recommendations made over the past three financial years 2015-16 to 2017-18 and 2018-19 to date. There were 79 audit recommendations made during the three-year period and 2018-19 to date, as follows:

	Red Rated	Amber Rated
Implemented	9	56
Implementation Evidence Required	0	2
Risk Accepted	0	3
Partially Implemented	0	1
Revised target date required	1	6
Revised target date provided	0	1
Total	10	69

Recommendation

Members are asked to:

- Note the report

Internal Audit Planned Work 2018-19 Planned Audit Days

1. The 2018-19 planned internal audit programme was approved by your Committee in February 2018. There were 95 planned audit days within the plan allocation, which included 20 days carried forward from the 2017-18 audit planned days (See Appendix 1). The Chamberlain and Assistant Commissioner of the City of London Police agreed that the audit programme be reviewed following an audit of the CoLP Key Financial Systems. The 2018-19 Audit Plan was discussed with the City Police and Police Authority. The following table provides Members with detail of the 2018-19 plan.

Internal Audit Plan 2018-19

Agreed Total Audit Planned Days		
Audit	Current Stage	Audit Days
Payroll and Overtime	Deferred	0
Interpreters Fees	Draft Report	5
Contract Management	Draft Report	10
Front Offices	Draft Report	10
Premises Expenditure	Deferred	0
Total Days		30

2. The following table provides details of Police Authority audit work undertaken and planned during 2018-19.

Audit	Current Stage	Audit Days
Police Accommodation Programme	Draft Report	20
Police Key Financial Controls	Final Report	20
Police Key Financial Controls – additional testing	Final Report	10
Fleet Street Accommodation Programme	Fieldwork	15
Total Police Authority Plan Days		65

3. This provides a total of 95 days of assurance work in relation to the City of London Police for 2018-19.

Final Audit Report Issued Since Previous Committee

Police Key Financial Controls – Additional Testing (10 days) – Amber Assurance

4. Audit testing has confirmed control improvements since the original audit in the following areas:
 - A mechanism has been introduced for identifying income due;
 - Debt management is the subject of regular discussion;
 - The total value of debt over 30 days old has reduced significantly;

- Invoice payment performance percentages have increased;
 - The percentage of AP invoices received in true PDF format has increased;
 - Un-invoiced receipts and Expected Receipts reports are now subject to regular review; and
 - Actions have been proposed by CoLP management to improve operational planning and reduce the instances of non-compliant waivers.
5. Whilst there has been improvement in the above areas, audit testing indicated that there remains scope to further strengthen the financial control environment and amber priority recommendations have been made in respect of new issues in the areas set out below.
 6. Whilst income due is now recorded on the Medium-Term Financial Plan (MTFP), reconciliations are not undertaken of income due to amounts invoiced and received.
 7. Audit sample testing in respect of Accounts Receivable transactions identified instances where the supporting documentation was not available detailing the basis of the invoice raised. Additionally, one invoice within the sample had not been raised on a timely basis and the payment received for a further invoice had not been applied in full to the relevant debtor account.
 8. Audit examination of AR aged debt information identified £708,388 of outstanding CoLP invoices over 30 days old which represents a significant reduction since the time of the original audit. Debts totalling approximately £342k relate to 2016 or earlier and it is understood that at least some of these are to be submitted for write-off (Recommendation 3). Audit testing in respect of a sample of overdue AR invoices identified limited evidence of debt recovery activities.
 9. Examination of corporate procurement statistics has highlighted below target performance in respect of procurement compliance. Audit examination of monthly corporate Management Information reports confirmed that whilst there has been improvement since the original audit, PO compliance, AP payment performance, and invoice format performance (True PDF invoices received) remain below corporate targets for December 2018.
 10. Audit sample testing in respect of AP transactions identified instances of invoices are being paid outside the defined timescales with no explanation supplied.
 11. Five Amber rated recommendations were made and the Commissioner agreed to implement these by 1st April 2019.

Internal Audit Plan 2019-20

12. Following a recent meeting between the CoLP Assistant Commissioner, the CoLP Interim Chief Operating Officer, the Policy Manager (Town Clerks), and the Head of Internal Audit and Risk Management, the 2019-20 Audit Plan has been agreed. There is a total of 125 days for the Plan.

Audit	Current Stage	Audit Days
City of London Police		
Premises Related Expenditure	Planning	15
Payroll and Overtime	Planning	15
Transform Change Programme Phase 1	Planning	6
Transform Change Programme Phase 2	Not started	14
Workforce Planning	Not started	15
Financial Forecasting	Not started	20
Police Authority		
The Fleet Street Accommodation Programme	Not started	20
Contingency	Not allocated	20
Total		125

Implementation of Audit Recommendations

13. At the November 2018 meeting Members requested sight of all recommendations made over the past four financial years 2015-16 to 2018-19. There were 84 audit recommendations made during the three-year period and 2018-19. There are currently 16 “live” recommendations: one Red Rated; and 15 Amber Rated. Full details of the status of recommendations is contained in Appendices 3 & 4.

	Red Rated	Amber Rated
Implemented	9	56
Implementation Evidence Required	0	7
Risk Accepted	0	3
Partially Implemented	0	1
Revised target date required	1	6
Revised target date provided	0	1
Total	10	74

The live Red Rated recommendation is as follows:

Audit Name	Recommendation	Assurance Rating	Status
Key Financial Controls 2018-19	<p>MK02998 The budget-setting process should incorporate:</p> <ul style="list-style-type: none"> Stakeholder input to ensure alignment with operational requirements; Clear linkage with the Medium-Term 	RED	<p>This recommendation is currently under review by the new Director of Finance. At this time a revised date is not known as this is part of a wider budget management review.</p> <p>Revised Implementation Date Required</p>

	Financial Plan and Workforce Plan; <ul style="list-style-type: none"> • Local arrangements for scrutiny; • Retention of documentation to reflect key elements of the process e.g. meetings between Finance Business Partners and budget holders and working papers to support budget calculations. 		
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Corporate Wide Audits 2018-19

The following corporate wide audits have been included within the Internal Audit Plan 2018-19. As agreed with your subcommittee in November 2017, where findings and agreed recommendations impact on the City Police, the subcommittee will be advised of the details. not resulted in any recommendations that directly impact on the City Police.

- IR35 – Use of Consultants and Specialists (Off Payroll Engagement)
- GDPR Readiness
- Suppliers Financial Health/Resilience
- Commercial Manager Scorecard Procedures
- Change Control
- Programmed Repairs and Maintenance
- Property Rents and Service Charges
- Projects Change Control Process

Conclusions

14. The total number of audit days coverage for 2018-19 including both City Police and Police Authority audit work was 95 days.
15. The Internal Audit Plan for 2019-20 has been agreed with the City Police and the Police Authority. The total audit coverage is 125 days.
16. One audit has been finalised since the previous Committee meeting with an Amber assurance.
17. There are currently 16 “live” Amber rated audit recommendations.

Appendices

- Appendix 1 - Schedule of Internal Audit Planned Work 2018-19
- Appendix 2 – Schedule of Internal Audit Planned Work 2019-20
- Appendix 3 - Internal Audit Recommendation Schedule of Implementation Progress 2015-16 to 2017-18 to June 2019
- Appendix 4 - Schedule of “live” audit recommendations as at June 2019

Pat Stothard, Head of Audit and Risk Management
T: 07796 315078 E: pat.stothard@cityoflondon.gov.uk

Jeremy Mullins, Audit Manager
T: 020 7332 1279 E: jeremy.mullins@cityoflondon.gov.uk

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City Police - Schedule of Internal Audit Projects 2018-19

Full Reviews				Recommendations			
Project	Planned Days	Planned Completion Date	Current Stage	Total Red	Total Amber	Total Green	Total
<u>IT Technology Refresh Project</u> The purpose of this audit is to establish the progress made with this project and provide assurance on the achievement of project objectives and outcomes	10		Deleted				
<u>Police Payroll and Overtime</u> This audit will ascertain compliance with guidance for approving, claiming and authorising police officers' overtime. It will also examine the action being taken to reduce overtime claims, for example, by flexible working initiatives	20	31 st July 2019	Deferred				
<u>Police Performance Indicators</u> The Force produce a number of measures which indicate achievement of policing plan national and local objectives. Reported statistics will be compared to supporting information for a sample of these indicators.	5		Deleted				
<u>Interpreters Fees</u> A probity exercise comparing a sample of claims to guidance will be undertaken.	5	30 th June 2019	Draft Report				

Full Reviews				Recommendations			
Project	Planned Days	Planned Completion Date	Current Stage	Total Red	Total Amber	Total Green	Total
<u>Police Premises Expenditure</u> This audit will examine the controls over identifying faults and arranging building repairs. It will also look at the control over payments of utility bills and initiatives to reduce energy consumption.	15	31 st August 2019	Deferred				
<u>Police Procurement Contract Management</u> The audit will examine the way in which the Force manages contracted service provision for a sample of contracts.	10	30 th June 2019	Draft Report				
<u>Police Officer's Expenses – Use of Procurement Cards – Petty Cash – Expenses Claims</u> This audit will determine the adequacy of controls over use of cards, cash and expense claims by officers and civilian staff in undertaking their duties.	20		Deleted				
<u>Police Front Offices (including income collection and banking)</u> The purpose of this audit is to determine the adequacy of controls exercised by Police Station front desks over the handling of seized goods (including cash), lost property, and income for services.	10	30 th June 2019	Draft Report				

Full Reviews				Recommendations			
Project	Planned Days	Planned Completion Date	Current Stage	Total Red	Total Amber	Total Green	Total
<u>Police Accommodation Programme</u> To examine the reasons why the estimated cost of the original police accommodation programme increased from £40million to £124million.	15	30 th June 2019	Draft Report				
Police Key Financial Controls (Red Assurance)	20	31 st January 2019	Completed	3	9	-	12
Police Key Financial Controls – Additional Testing (Amber Assurance)	10	30 th June 2019 (Actual)	Final Report	-	5	-	5
<u>Fleet Street Accommodation Programme</u> An audit to determine the impact of “lessons learned” from the previous accommodation programme.	15	31 st July 2019	Fieldwork				

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City Police - Schedule of Internal Audit Projects 2019 - 20

Full Reviews				Recommendations			
Project	Planned Days	Planned Completion Date	Current Stage	Total Red	Total Amber	Total Green	Total
City of London Police							
<u>Premises Related Expenditure</u> This audit will examine the controls over identifying faults and arranging building repairs. It will also look at the control over payments of utility bills and initiatives to reduce energy consumption.	15	30 th September 2019	Planning				
<u>Payroll and Overtime</u> The purpose of this audit is to examine the controls in place to ensure that officers are paid the correct salary in accordance with contracts of employment. In addition, it will examine the veracity of overtime payments made to officers.	15	31 st August 2019	Planning				
<u>Transform Change Programme Phase 1</u> desktop review of high-level design.	6	31 st July 2019					
<u>Transform Change Programme Phase 2</u> Assurance: quality of planning; confidence of delivery (implementation capability and capacity); efficiency planning and tracking.	14	31 st March 2020					

Full Reviews				Recommendations			
Project	Planned Days	Planned Completion Date	Current Stage	Total Red	Total Amber	Total Green	Total
<u>Workforce Planning</u> This audit will examine the process for determining the level of staffing the Force requires and how planned staffing numbers are to be achieved.	15	31 st March 2020					
<u>Financial Forecasting</u> The purpose of this audit is to provide assurance on the process for the control of net expenditure.	20	31 st December 2019					
Police Authority							
<u>The Fleet Street Accommodation Programme</u> At Members request, progress against approved plans will be assessed.	20	31 st March 2020					
<u>Contingency</u> To be determined as a result of emerging issues.	20	To be determined when audits identified.					

Internal Audit Recommendation Schedule of Implementation Progress 2015-16 to 2017-18 to June 2019

Audit Name	Recommendation	Assurance Rating	Status
2015-16 Supplies and Services	MK01787 City of London Police with Corporate Procurement should formalise a strategy for all uniform spend.	RED	Implementation Evidenced
2015-16 Supplies and Services	MK01788 A central repository for contract documentation is needed, to facilitate access to contractual documentation and to comply with the retention of documents guidelines set by OJEU (7 years) and City of London.	AMBER	Implementation Evidenced
2015-16 Supplies and Services	MK01725 A detailed review of expenditure within professional fees should be undertaken to identify those common areas where savings may be able to be made.	AMBER	Implementation Evidenced
2015-16 Gifts and Hospitality	MK01697 Gifts and Hospitality Standard Operating Procedure should be included as part of the Force's induction training for new officers.	AMBER	Implementation Evidenced

Audit Name	Recommendation	Assurance Rating	Status
2015-16 Gifts and Hospitality	MK01699 All entries within the Gifts and Hospitality Register should be approved in accordance with the Gifts and Hospitality SOP and this should be an item on SMT agendas to ensure regular compliance. Directorate Heads should remind managers of the need to review and approve gift and hospitality registered to reinforce policies and procedures.	AMBER	Implementation Evidenced
2015-16 Interpreters Fees	MK01843 The Shared Service Section should password encrypt excel spreadsheets that are emailed to the Chamberlain's City Procurement Team for payment.	AMBER	Implementation Evidenced
2015-16 PBX Fraud	MK01547 It is understood such hardening has been undertaken but a check of what hardening has occurred (and may need to occur) would be prudent.	AMBER	Implementation Evidenced

Audit Name	Recommendation	Assurance Rating	Status
2015-16 PBX Fraud	<p>MK01549</p> <p>6.1 Check the telecoms bill regularly including itemised calls, international calls and calls outside of business hours</p> <p>6.2. Ensure monitoring is occurring in all possible areas (e.g. CoLP IT team, Daisy)</p> <p>6.3. Ensure monitoring is followed by 'as soon as possible' alerts.</p> <p>6.4. The 'back stop' daily reports all calls in excess of an amount (e.g. £2) that occurred during 'out of hours' (17:00 to 08:00, plus all day Saturday and Sunday. This is a key detection mechanism and should be in operation).</p> <p>6.5. Formally establish the 'alert' procedure, for suspected fraudulent calls, provided by third parties and evaluate if this is adequate.</p>	AMBER	Implementation Evidenced

Audit Name	Recommendation	Assurance Rating	Status
2015-16 PBX Fraud	<p>MK01550</p> <p>7. Formally establish the 'alert' procedure, for suspected fraudulent calls, provided by third parties and evaluate if this is adequate.</p> <p>The Agilysis Unified Communications team comment on their CoL/Agilysis arrangements as follows, 'we have an agreed course of action which is</p> <ul style="list-style-type: none"> - Daisy monitor all lines for unusual call patterns and when their attention is drawn to a problem, they notify the Daisy account managers who then make an attempt to contact the CoL telecoms team for a decision. - If the account managers are not successful in making contact with the team and if the problem still persists then they will make the proactive decision to block the calls.' 	AMBER	Implementation Evidenced

Audit Name	Recommendation	Assurance Rating	Status
2015-16 PBX Fraud	MK0551 Appropriate cover needs to be considered within the CoLP/Agilysis contract framework. It is understood this area will be in the aegis of the Agilysis Unified communications team.	AMBER	Implementation Evidenced.
2015-16 PBX Fraud	MK0552 Formally consider the CoLP requirement for 'out of hours' cover and implement as necessary.	AMBER	Implementation Evidenced
2015-16 PBX Fraud	MK0553 Formally consider the third party 'out of hours' cover and implement as necessary.	AMBER	Implementation Evidenced
2015-16 PBX Fraud	MK0554 Formally consider the need for remote access at any time.	AMBER	Implementation Evidenced

Audit Name	Recommendation	Assurance Rating	Status
2015-16 Use of Procurement Cards	<p>MK01827 Procurement card and other associated policies, e.g. expenses and petty cash, should be reviewed and updated where necessary to ensure that:</p> <ul style="list-style-type: none"> i) the opportunity to process expenditure twice is avoided. This could be achieved by specifying that expenditure on certain goods and services can only be processed using one mechanism; ii) consideration of the business need and case to allocate a procurement card to a postholder; iii) guidance is provided in respect of the processes to be followed when procurement cards become redundant, e.g. in the event of staff leaving it should be returned or the postholder no longer requiring a card. <p>To assist in deciding and introducing the above amendments the following should be considered:</p> <ul style="list-style-type: none"> Can personal expenses incurred be claimed through payroll? Is an assignment long enough to warrant the allocation of a card to a member of staff permanently? Is the member of staff a lone worker and therefore need their own card? Is there an opportunity to have one card for the department where it is controlled and used appropriately? 	AMBER	Implementation Evidenced

Audit Name	Recommendation	Assurance Rating	Status
2015-16 Use of Procurement Cards	MK01835 No supporting documentation was available for transaction ID no. 367637820. However, the corresponding statement had been authorised and payment processed by Shared Services.	AMBER	Implementation Evidenced
2015-16 Use of Procurement Cards	MK01868 Authorising managers should ensure the coding of transactions is carried out correctly by cardholders to ensure correct allocation to subjectives and transactions are correctly VAT rated.	AMBER	Implementation Evidenced
2015-16 Use of Procurement Cards	MK01941 A review of all PCards in operation within the Economic Crime Department and for Specialist Officers should be undertaken as a matter of priority to ascertain whether all cardholders need a PCard.	AMBER	Implementation Evidenced
2015-16 Use of Procurement Cards	MK01933 A regular review should be undertaken of card usage to identify which have not been used for 6 months. These cards should then be deactivated and obtained from the cardholder.	AMBER	Implementation Evidenced

Audit Name	Recommendation	Assurance Rating	Status
2015-16 Use of Procurement Cards	MK01842 CoLP should review the correlation between number of cards held and expenditure and look to reduce the number of cards in place if a valid business case for holding them cannot be made.	AMBER	Implementation Evidenced
2015-16 Use of Procurement Cards	<p>MK01867 Active ways to reduce expenditure via PCards should be considered by CoLP. These should include:</p> <ul style="list-style-type: none"> • Reducing the number of PCards in operation where possible • Increased use of corporate contracts; • Improved management, including pooling, of assets such as cameras, such as to prevent the need to keep buying new items as the need arises; • enforcing the use of employees using expenses through payroll to claim for out of pocket expenses, which allows monitoring through the monthly budget review process. 	AMBER	Implementation Evidenced

Audit Name	Recommendation	Assurance Rating	Status
2015-16 Use of Procurement Cards	MK01869 CoLP should monitor and report on the impact of procurement card expenditure on the budget on a monthly basis.	AMBER	Implementation Evidenced
2015-16 Use of Fuel Cards	<p>MK01870 A governance structure for the administration of fuel cards should be put in place. As part of doing so the Force should: -</p> <ul style="list-style-type: none"> • allocate the responsibility for maintaining an overview of cards. • review the SOP and determine whether current procedures are adequate, with a view to updating them, if necessary. • review and monitor the cards currently in circulation to determine need and usage in conjunction with fuel use within the force. • review the management information produced by the AllStars system to ensure compliance with the SOP, determine where corrective action needs to be taken, and derive value for money from the contract. 	AMBER	Implementation Evidenced

Audit Name	Recommendation	Assurance Rating	Status
2015-16 Use of Fuel Cards	<p>MK01922 Cost Centre Managers should check transaction listings sent to them from AllStars Business Solutions each month to ensure the controls set out in the SOP have been adhered to. Anomalies should be investigated, and a report should be made to the Fleet Manager and where necessary, the Professional Standards Department, as stated in Sec 3.2 of the SOP.</p> <p>Fleet Management should be aware of their duties at section 3.2 of the SOP (review of any suspect transaction reports and maintaining records on misuse) with a view to investigating and putting in place corrective action.</p>	AMBER	Implementation Evidenced
2015-16 Use of Fuel Cards	MK01931 The Fleet Manager should review the list and by contacting all cost centres ensure the list held is brought up to date as necessary.	AMBER	Implementation Evidenced

Audit Name	Recommendation	Assurance Rating	Status
2015-16 Use of Fuel Cards	MK01932 The Force should consider how they can put in place a system to compliment the controls within the contractor's system to combat possible fraud. For example, a central electronic record of the VRNs of vehicles used (including demo/hire vehicles) would facilitate a check to ensure all vehicles used are checked.	AMBER	Implementation Evidenced
2015-16 Standard Operating Procedures	MK02008 The Head of Governance and Assurance should; (i) liaise with HR to explore the possibility of setting objectives in relation to reviewing Policies, as part of Directorate Heads' annual performance objectives. (ii) confirm with HR that Directorate Heads' job descriptions include these tasks.	AMBER	Implementation Evidenced
2016-17 Economic Crime Academy	MK02020 The Director of the Academy should complete work on the revised business plan in order to present this to the Economic Crime Board at the earliest opportunity.	AMBER	Implementation Evidenced

Audit Name	Recommendation	Assurance Rating	Status
2016-17 Economic Crime Academy	MK2022 The Director should undertake further research concerning the benefits and drawbacks resulting from the Academy operating as a trading company independent of the CoLP.	AMBER	Implementation Evidenced
2016-17 Economic Crime Academy	MK02083 The National Co-Ordinator Economic Crime should seek the advice of the CoLP Head of Finance in order to ensure that the calculation of course prices are competitive.	AMBER	Implementation Evidenced
2016-17 Economic Crime Academy	MK02084 Management information indicators should be fully completed and presented to the Police Academy Steering Group. Consideration should also be given to introducing targets for income, numbers of courses and numbers of delegates.	AMBER	Implementation Evidenced

Audit Name	Recommendation	Assurance Rating	Status
2016-17 Governance Framework and Performance Measures	MK02086 Finalise and approve at an appropriate senior level all draft elements of the Governance arrangements such as the Strategic Finance Planning Board, the Accommodation Board and the Governance structure naming to be in line with the ToRs. Ensure all governance information is presented such as the FCB reporting escalations to SLT and SMB.	AMBER	Implementation Evidenced
2016-17 Governance Framework and Performance Measures	MK02104 Finalise the Framework document and approve at appropriate level to improve clarity over the Governance arrangements.	AMBER	Implementation Evidenced
2016-17 Community Consultation	MK01981 Procedures should be written to facilitate the performance of community consultation in an efficient and consistent manner. This will provide guidance and will ensure all associated tasks are clear and will provide guidance should there be any structural changes in the team.	AMBER	Implementation Evidenced

Audit Name	Recommendation	Assurance Rating	Status
2016-17 Governance Framework	MK02104 Finalise the Framework document and approve at appropriate level to improve clarity over the Governance arrangements.	AMBER	Implementation Evidenced
2016-17 Salary Overpayment	MK2011 The Head of CoLP HR should instigate the raising of an invoice for the recovery of the overpayment of salary. The CBIS Accounts Receivable (AR) system should be used. Any advice on raising invoices should be obtained from the CoLP Director of Finance.	RED	Implementation Evidenced
2016-17 Salary Overpayment	MK02012 The Head of CoLP HR should receive all monthly City People payroll output reports and determine who is best placed to receive them and monitor payroll. In addition, the Establishment report which is currently not being received should be reintroduced.	AMBER	Implementation Evidenced
2016-17 Salary Overpayment	MK02013 Where a leaver needs to be processed as soon as possible, the Head of Payroll should be contacted by telephone and the request subsequently requested by email.	AMBER	Implementation Evidenced

Audit Name	Recommendation	Assurance Rating	Status
2016-17 CoLP Budget Monitoring	MK02253 The CoLP Finance staff should be given appropriate access to enable them to upload budget profiles into Oracle R12.	AMBER	Implementation Evidenced
2016-17 CoLP Budget Monitoring	MK02334 The Director of Finance should ensure that all budget holders receive budget monitoring reports on a monthly basis and put monitoring arrangements in place to ensure that this is adhered to.	AMBER	Implementation Evidenced
2016-17 CoLP Budget Monitoring	MK02337 The Director of Finance should set a financial limit above which a budget estimate should be set, for example, £5,000.	AMBER	Revised Implementation Date 30 th April 2019 This recommendation is currently under review by the new Director of Finance. At this time a revised date is not known as this is part of a wider budget management review. REVISED IMPLEMENTATION DATE REQUIRED
2016-17 CoLP Budget Monitoring	MK02338 The Head of CoLP Human Resources should ensure that details of all internal staff transfers are provided to the Finance Team in a timely manner.	AMBER	Implementation Evidenced.

Audit Name	Recommendation	Assurance Rating	Status
2017-18 Programme Management	MK02229 The full expected outcomes and benefits as a result of the successful delivery of programme/project should be defined for on-going projects and key measures of success against these benefits should be determined and measured on a regular basis.	RED	Implementation Evidenced
2017-18 Programme Management	MK02237 Expenditure against the approved budget should be monitored on a regular basis by the project board to identify any potential variances at the earliest opportunity.	AMBER	Implementation Evidenced
2017-18 Programme Management	MK02214 Each individual project within a programme should have its own risk register with individual risks being appropriately scored and assigned an appropriate 'Risk Owner' who has the responsibility of managing and monitoring that risk.	AMBER	Implementation Evidenced

Audit Name	Recommendation	Assurance Rating	Status
2017-18 Police Seized Goods	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.	AMBER	Implementation Evidenced
2017-18 Police Seized Goods	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.	RED	Implementation Evidenced
2017-18 Police Seized Goods	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.	AMBER	Implementation Evidenced

Audit Name	Recommendation	Assurance Rating	Status
2017-18 Police Seized Goods	MK02311 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.	AMBER	Risk Accepted
2017-18 Police Seized Goods	MK2319 A spot check of processed disposals should be conducted on a regular basis to confirm compliance with procedures and to identify any inappropriate disposals.	AMBER	Risk Accepted
2017-18 Police Seized Goods	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.	AMBER	Implementation Evidenced

Audit Name	Recommendation	Assurance Rating	Status
2017-18 Police Seized Goods	MK02326 Where cash is not to be counted and/or banked, an appropriate note should be added to the property management system to evidence the validity of not counting/banking.	AMBER	Implementation Evidenced
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.	AMBER	Risk Accepted
Demand and Event Policing 2017-18	MK02941 The Director of Finance should introduce a record of event income and expenditure compiled from income receipts and actual income related to this police function. Where the CoLP is subsidising the provision of event policing from core funding; this should be reported to the Senior Management Team.	AMBER	<p>Revised Implementation Date 30th April 2019.</p> <p>This is work in progress. “Events” is a specific agenda item for FBPs every month for meetings with services. Records will be maintained for all events, chargeable and non-chargeable. Chargeable work will be tracked separately by one dedicated FBP and invoices will be raised in a timely manner.</p> <p>Evidence provided – FBP monthly meeting agenda REVISED IMPLEMENTATION DATE REQUIRED</p>

Audit Name	Recommendation	Assurance Rating	Status
Business Continuity 2017-18	MK02562 The Head of Governance and Assurance should ensure that the Force's Business Continuity Plan & SOP includes: Responsibilities for reviewing and updating business continuity plans; The frequency with which business continuity plans should be subject to review and update; Arrangements for approving changes to business plans following review; Arrangements for monitoring the timeliness of business continuity plan reviews and updates; Details of where plans are electronically stored; Arrangements for testing Business Continuity plans.	AMBER	Implementation Evidenced
Business Continuity 2017-18	MK02563 The Business Continuity Coordinator should ensure that all draft Business Continuity Plans are finalised as a matter of priority.	AMBER	Implementation Evidenced

Audit Name	Recommendation	Assurance Rating	Status
Business Continuity 2017-18	<p>MK02556 The Assistant Commissioner should:</p> <p>(i) consult Members on whether they should receive information to enable them to monitor the timeliness of Business Continuity Plan updates e.g. copies of the latest Business Continuity Plan dashboard;</p> <p>(ii) request that all directorate Senior Management Teams monitor the timeliness of directorate business plan review and updates.</p>	AMBER	Implementation Evidenced
Business Continuity 2017-18	<p>MK02564 The Business Continuity Co-ordinator should ensure that all Directorate Business Continuity Plans are signed off by the respective Head of Department upon approval. The Force could use 'version control' tables at the front of each document to facilitate this.</p>	AMBER	Implementation Evidenced

Audit Name	Recommendation	Assurance Rating	Status
Business Continuity 2017-18	MK02563 The Business Continuity Co-ordinator should ensure that monitoring is undertaken to determine whether Directorate Business Continuity Plans have been subject to review and update; this should be carried out within one month of the review due date.	AMBER	Implementation Evidenced
Business Continuity 2017-18	MK02565 The Business Continuity Co-ordinator should determine whether there is scope to undertake live business continuity testing earlier than currently planned.	AMBER	Implementation Evidenced
Freedom of Information Requests 2017-18	MK02545 The Force FOI Policy statement should be updated to include explicit reference to the FOI Act and maintain version control/history to provide audit trail clarity.	AMBER	Implementation Evidenced

Audit Name	Recommendation	Assurance Rating	Status
Freedom of Information Requests 2017-18	MK02546 Incorporate FOI training into the Triple A Training regime to ensure that FOI awareness is maintained for all staff going forward.	AMBER	Implementation Evidenced
Freedom of Information Requests 2017-18	MK02548 The Force Policy and SOP should be updated to include the reason why confidentiality requirements are not included.	AMBER	Implementation Evidenced
Freedom of Information Requests 2017-18	MK02577 The Director of Information should: establish the reasons for the non-completion of FOI requests by the deadline dates and develop an action plan to address the non-compliance; agree a course of action to address the issue around the FIB's inability to provide the information which is impacting on the CoLP being unable to respond to FOI requests in line with the ICO guidelines; and introduce resilience into the FOI process to ensure staff changes and holidays does not impact the completion timescales for FOI requests.	RED	Implementation Evidenced

Audit Name	Recommendation	Assurance Rating	Status
Police Bank Accounts 2017-18	MK02887 Key elements of the management and administration of defendants' and 'found' funds should be formalised in documented procedures to promote activity that is consistent and compliant with policy.	AMBER	Implementation Evidenced
Police Bank Accounts 2017-18	MK02888 The Police bank accounts for defendants' and 'found' funds should be reconciled on a monthly basis to ensure that all amounts are accounted for in full.	RED	
Police Bank Accounts 2017-18	MK02889 Reconciliation of balance sheet entries related to defendants' funds should be completed at the earliest opportunity and amounts released as appropriate.	RED	Implementation Evidenced

Audit Name	Recommendation	Assurance Rating	Status
Key Financial Controls 2018-19	MK02997 Consideration should be given to the development of a CoLP Budget Setting timetable for local activities to be undertaken prior to formal budget submission to the City, to ensure that all interested parties are made aware of their responsibilities in this respect.	AMBER	Implementation Evidenced
Key Financial Controls 2018-19	MK03000 CoLP should formalise the process for identification of income due, supported by reconciliations to amounts invoiced, to help ensure that all necessary income is recovered.	AMBER	Implementation Evidenced

Audit Name	Recommendation	Assurance Rating	Status
Key Financial Controls 2018-19	<p>MK03001 CoLP should ensure that:</p> <ul style="list-style-type: none"> • The aged debtor report is reviewed to confirm the status of debt, identification of amounts for write-off and determination of the potential impact on the accounts in terms of bad debt provision. • On an ongoing basis, debt management arrangements should incorporate the following: maintenance of local records to facilitate monitoring of aged debt and recovery action taken, to include evidence of regular review and details of write-off submissions to CoL. 	RED	Implementation Evidenced
Key Financial Controls 2018-19	MK03002 All goods/services to be procured by CoLP staff should be receipted by the individual requiring the goods/services	AMBER	<p>A very successful pilot has been implemented in ECD, which has to some extent alleviated bottlenecks in Finance. The pilot will be rolled out further, initially to those services that are suitably staff, e.g. FM and Change Management Office.</p> <p>Evidence – CBIS</p> <p>Revised Implementation Date 30th June 2019</p>

Audit Name	Recommendation	Assurance Rating	Status
Key Financial Controls 2018-19	MK03006 Key actions arising from monthly budget monitoring meetings should be recorded to facilitate follow-up.	AMBER	<p>Completed, and minutes from meetings are kept centrally and reviewed by the Senior FBP.</p> <p>Evidence – minutes from meetings</p> <p>Evidence required.</p>
Key Financial Controls 2018-19	<p>MK02998 The budget-setting process should incorporate:</p> <ul style="list-style-type: none"> • Stakeholder input to ensure alignment with operational requirements; • Clear linkage with the Medium-Term Financial Plan and Workforce Plan; • Local arrangements for scrutiny; • Retention of documentation to reflect key elements of the process e.g. meetings between Finance Business Partners and budget holders and working papers to support budget calculations. 	RED	<p>This recommendation is currently under review by the new Director of Finance. At this time a revised date is not known as this is part of a wider budget management review.</p> <p>Revised Implementation Date Required</p>

Audit Name	Recommendation	Assurance Rating	Status
Key Financial Controls 2018-19	MK02999 CoLP should produce documented procedures to support key financial administration processes such as AP and AR processing, ensuring that these are made available to all relevant staff.	AMBER	Partially Implemented – revised timescale required for full implementation Work in progress. New systems are being implemented and will be documented as and when this work is completed.
Key Financial Controls 2018-19	MK03003 CoLP should: <ul style="list-style-type: none"> • Review the AP management information reports in order to identify and take action to clear any processing backlog. • Ensure that management information reports are reviewed on a regular, monthly basis and appropriate action taken to improve performance so that corporate targets are met. 	RED	Implementation Evidenced
Key Financial Controls 2018-19	MK03004 All CoLP procurement should be in line with the corporate Procurement Code, including adequate operational planning to eradicate procurement breaches	AMBER	Revised Implementation Date Required

Audit Name	Recommendation	Assurance Rating	Status
Key Financial Controls 2018-19	MK03005 The potential for introduction of a finance dashboard, providing a high-level overview of the monthly management accounts, should be investigated by CoLP in conjunction with the Chamberlain's Financial Services Decision.	AMBER	<p>Not implemented to date – a revised implementation date is required.</p> <p>Work in progress</p>
Key Financial Controls 2018-19	MK03007 Budget monitoring processes should identify necessary actions to reduce the risk of funded units being subsidised by core operations; key points to be reflected in the monthly monitoring records.	AMBER	<p>Not implemented to date – a revised implementation date is required.</p> <p>Work in progress. A review of funded units and an appropriate standard charging mechanism is being developed. There is not always a clear distinction between core and funded work, and there will always be a cross-over. However, this will be identified in a transparent model and monitored accordingly.</p>
Key Financial Controls 2018-19	MK03008 As part of the budget monitoring process monthly variance analysis and narrative will be undertaken and reviewed. This will then be centrally, electronically recorded.	AMBER	<p>Not implemented to date – a revised implementation date is required.</p> <p>Completed</p> <p>Evidence – budget monitoring reports</p>

Audit Name	Recommendation	Assurance Rating	Status
Key Financial Controls 2018-19	MK03009 All financial reporting deadlines, for example in respect of budget-setting, in-year monitoring, and outturn reports, should be met to facilitate appropriate oversight.	AMBER	<p>Not implemented to date – revised implementation date required</p> <p>Completed</p> <p>Evidence – budget monitoring repots</p>
Key Financial Controls 2018-19 Additional Testing	MK03190 Reconciliations should be undertaken on a monthly basis of income due to the amounts invoiced and received to help ensure that all income due is recovered.	AMBER	<p>Aged Debt analysis is produced monthly, proactive debt management is in place and aged debt has reduced significantly during 2019/20 so far.</p> <p>Evidence required.</p>
Key Financial Controls 2018-19 Additional Testing	<p>MK03191 Officers should be reminded of the need to ensure that:</p> <ul style="list-style-type: none"> • Invoices are raised on a timely basis. • Supporting documentation is retained in a shared folder. • Each receipt of payment is applied accurately to the corresponding debtor account. 	AMBER	<p>There is a co-ordinated approach to identifying income due, discussing this with directorates via monthly meetings and reporting performance to budget managers and to members. One FBP is consolidating debt management centrally within the finance team.</p> <p>Evidence required</p>

Audit Name	Recommendation	Assurance Rating	Status
Key Financial Controls 2018-19 Additional Testing	MK03192 Irrecoverable debt should be submitted for write-off on a timely basis.	AMBER	Aged debt is now proactively managed by one FBP. Old and irrecoverable debt was written off in 2018/19 and a proactive approach to debt management is now in place. Evidence Required
Key Financial Controls 2018-19 Additional Testing	MK03193 Evidence of action taken to recover outstanding debt should be retained on a shared email folder to enable all relevant officers to be aware of the current status of action taken and to facilitate monitoring.	AMBER	A shared email account (Accounts Receivable) is already in existence, and this will be used going forward. Evidence Required
Key Financial Controls 2018-19 Additional Testing	MK03194 Officers should be reminded of the need to ensure that: <ul style="list-style-type: none"> • Purchase order is raised in advance. • Invoices are paid in a timely manner within the defined timescales. Where there are delays in making the payment, the reasons should be recorded. 	AMBER	Backlogs were ringfenced in 2018/19 and cleared. Management reports are reviewed on a weekly and daily basis. PO compliance was 97% in April 2019, however, CBIS was down for 8 working days in May and it is expected that this downtime will affect performance in May. Evidence Required

Analysis of Red and Amber Recommendations 2015-16 to 2018-19 to June 2019

	RED	AMBER	TOTAL
NUMBER IMPLEMENTATION EVIDENCED	9	56	65
NUMBER RISK ACCEPTED		3	3
NUMBER EVIDENCE REQUIRED		7	7
NUMBER REVISED IMPLEMENTATION DATE PROVIDED		1	1
NUMBER REVISED IMPLMEMENTAION DATE REQUIRED	1	6	7
PARTIALLY IMPLEMENTED		1	1
TOTAL NUMBER OF RECOMMENDATION MADE	10	74	84

Appendix 4

Schedule of “live” audit recommendations as at June 2019

Audit	Recommendation	Management Responses	Action Required	Target Dates	Status
CoLP Budget Monitoring 2016-17	<p>MK02337 The Director of Finance should set a financial limit above which a budget estimate should be set, for example, £5,000.</p> <p>Assurance Rating: Amber</p>	<p>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.</p> <p>CoLP Update: Finance Business Partners to monitor and take action.</p>		<p>Original 31st March 2018</p> <p>Revised 30th September 2018</p>	<p>This recommendation is currently under review by the new Director of Finance. At this time a revised date is not known as this is part of a wider budget management review.</p> <p>Revised Implementation Date Required</p>

Audit	Recommendation	Management Responses	Action Required	Target Dates	Status
Demand and Event Policing 2017-18	<p>MK02941 The Director of Finance should introduce a record of event income and expenditure compiled from income receipts and actual income related to this police function. Where the CoLP is subsidising the provision of event policing from core funding; this should be reported to the Senior Management Team.</p> <p>Assurance Rating: Amber</p>	<p>Initial Response: Accepted and will be compiled by the Director of Finance</p>	CoLP to provide an update on the progress.	<p>Original 30th September 2018</p>	<p>This is work in progress. "Events" is a specific agenda item for FBPs every month for meetings with services. Records will be maintained for all events, chargeable and non-chargeable. Chargeable work will be tracked separately by one dedicated FBP and invoices will be raised in a timely manner. Evidence provided – FBP monthly meeting agenda</p> <p>Revised Implementation Date Required</p>

Audit	Recommendation	Management Responses	Action Required	Target Dates	Status
Key Financial Controls 2018-19	<p>Mk02998 The budget-setting process should incorporate:</p> <ul style="list-style-type: none"> Stakeholder input to ensure alignment with operational requirements; Clear linkage with the Medium-Term Financial Plan and Workforce Plan; Local arrangements for scrutiny; Retention of documentation to reflect key elements of the process e.g. meetings between Finance Business Partners and budget holders and working papers to support budget calculations. <p>Assurance Rating: Red</p>	<p>Initial Response</p> <p>The Medium-Term Financial Plan is currently being developed with regular involvement of and weekly challenge from the Corporation. This detailed work will form the basis of the annual budget for 2019/20. Between September and March there will be regular meetings between Finance Business Partners and Budget Holders with an agenda agreed by the Finance Director. All actions will be recorded centrally by the Finance Directors PA.</p>		Original 31 st March 2019	<p>This recommendation is currently under review by the new Director of Finance. At this time a revised date is not known as this is part of a wider budget management review.</p> <p>Revised Implementation Date Required</p>

Audit	Recommendation	Management Responses	Action Required	Target Dates	Status
Key Financial Controls 2018-19	<p>Mk02999 CoLP should produce documented procedures to support key financial administration processes such as AP and AR processing, ensuring that these are made available to all relevant staff.</p> <p>Assurance Rating: Amber</p>	<p>Initial Response</p> <p>Admin Finance team will draw together internal processes notes which will be checked with the Corporation Procurement team to ensure they meet with system and process guidelines. Force wide communications will also be issued to ensure all members of the Force are clear on the purchase to pay process. Court Funds process notes are being prepared by the Supervisor in that team which will allow clarity for people involved in that process.</p>		<p>Original 31st March 2019</p>	<p>Partially Implemented – revised timescale required for full implementation</p> <p>Work in progress. New systems are being implemented and will be documented as and when this work is completed.</p> <p>Revised Implementation Date Required</p>

Audit	Recommendation	Management Responses	Action Required	Target Dates	Status
Key Financial Controls 2018-19	<p>MK03002 All goods/services to be procured by CoLP staff should be requested by the individual requiring the goods/services</p> <p>Assurance Rating: Amber</p>	<p>Initial Response This will be communicated to the Force to ensure clarity of the process.</p>		<p>Original 31st December 2018</p>	<p>A very successful pilot has been implemented in ECD, which has to some extent alleviated bottlenecks in Finance. The pilot will be rolled out further, initially to those services that are suitably staff, e.g. FM and Change Management Office.</p> <p>Evidence – CBIS</p> <p>Revised Implementation Date 30th June 2019</p>

Audit	Recommendation	Management Responses	Action Required	Target Dates	Status
Key Financial Controls 2018-19	<p>MK03004 All CoLP procurement should be in line with the corporate Procurement Code, including adequate operational planning to eradicate procurement breaches</p> <p>Assurance Rating: Amber</p>	<p>Initial Response Finance Business Partners will work with business areas and Corporation Procurement to develop sourcing plans for financial year 2019/20 which will allow for appropriate planning which will reduce procurement breaches.</p>		Original 31 st March 2019	Revised Implementation Date Required
Key Financial Controls 2018-19	<p>MK03005 The potential for introduction of a finance dashboard, providing a high-level overview of the monthly management accounts, should be investigated by CoLP in conjunction with the Chamberlain's Financial Services Decision.</p> <p>Assurance Rating: Amber</p>	<p>Initial Response Work has already started on improving management information provided to budget holders. This work will be developed further with the corporation to see if a dashboard can be developed through the Corporations Oracle platform.</p>		Original 31 st March 2019	Work in progress Revised Implementation Date Required
Key Financial Controls 2018-19	<p>MK03006 Key actions arising from monthly budget monitoring meetings should be recorded to facilitate follow-up.</p> <p>Assurance Rating: Amber</p>	<p>Initial Response Finance Business Partners and Budget Holders meet regularly with an agenda agreed by the Finance Director. All actions will be recorded centrally by the Finance Directors PA.</p>		Original 31 st December 2018	<p>Completed, and minutes from meetings are kept centrally and reviewed by the Senior FBP.</p> <p>Evidence – minutes from meetings Evidence Required</p>

Audit	Recommendation	Management Responses	Action Required	Target Dates	Status
Key Financial Controls 2018-19	<p>MK03007 Budget monitoring processes should identify necessary actions to reduce the risk of funded units being subsidised by core operations; key points to be reflected in the monthly monitoring records.</p> <p>Assurance Rating: Amber</p>	<p>Initial Response</p> <p>It is important to note that a lot of funded units are carrying out core policing functions and the funding reduces the burden on core funding.</p>		<p>Original 31st March 2019</p>	<p>Work in progress. A review of funded units and an appropriate standard charging mechanism is being developed. There is not always a clear distinction between core and funded work, and there will always be a cross-over. However, this will be identified in a transparent model and monitored accordingly.</p> <p>Revised Implementation Date Required</p>

Audit	Recommendation	Management Responses	Action Required	Target Dates	Status
Key Financial Controls 2018-19	<p>MK03008 As part of the budget monitoring process monthly variance analysis and narrative will be undertaken and reviewed. This will then be centrally, electronically recorded</p> <p>Assurance Rating: Amber</p>	<p>Initial Response</p> <p>As part of the budget monitoring process monthly variance analysis and narrative will be undertaken and reviewed. This will then be centrally, electronically recorded.</p>		<p>Original 31st March 2019</p>	<p>Not implemented to date – a status update is required</p> <p>Completed Evidence – budget monitoring repots</p> <p>Revised Implementation Date Required</p>
Key Financial Controls 2018-19	<p>MK03009 All financial reporting deadlines, for example in respect of budget-setting, in-year monitoring, and outturn reports, should be met to facilitate appropriate oversight.</p> <p>Assurance Rating: Amber</p>	<p>Initial Response</p> <p>An annual timetable will be prepared, and dates clearly outlined. The performance against these dates will be monitored and recorded.</p>		<p>Original 31st March 2019</p>	<p>Completed</p> <p>Evidence – budget monitoring reports</p> <p>Evidence Required</p>
Key Financial Controls 2018-19 Additional Testing	<p>MK03190 Reconciliations should be undertaken on a monthly basis of income due to the amounts invoiced and received to help ensure that all income due is recovered.</p> <p>Assurance Rating: Amber</p>	<p>Initial Response</p> <p>Aged Debt analysis is produced monthly, proactive debt management is in place and aged debt has reduced significantly during 2019/20 so far.</p>		<p>Original 1st April 2019</p>	<p>Evidence Required</p>

Audit	Recommendation	Management Responses	Action Required	Target Dates	Status
Key Financial Controls 2018-19 Additional Testing	<p>MK03191 Officers should be reminded of the need to ensure that:</p> <ul style="list-style-type: none"> • Invoices are raised on a timely basis. • Supporting documentation is retained in a shared folder. • Each receipt of payment is applied accurately to the corresponding debtor account. <p>Assurance Rating: Amber</p>	<p>Initial Response</p> <p>There is a co-ordinated approach to identifying income due, discussing this with directorates via monthly meetings and reporting performance to budget managers and to members. One FBP is consolidating debt management centrally within the finance team.</p>		<p>Original 1st April 2019</p>	<p>Evidence Required</p>
Key Financial Controls 2018-19 Additional Testing	<p>MK03192 Irrecoverable debt should be submitted for write-off on a timely basis.</p> <p>Assurance Rating: Amber</p>	<p>Initial Response</p> <p>Aged debt is now proactively managed by one FBP. Old and irrecoverable debt was written off in 2018/19 and a proactive approach to debt management is now in place.</p>		<p>Original 1st April 2019</p>	<p>Evidence Required</p>
Key Financial Controls 2018-19 Additional Testing	<p>MK03193 Evidence of action taken to recover outstanding debt should be retained on a shared email folder to enable all relevant officers to be aware of the current status of action taken and to facilitate monitoring.</p> <p>Assurance Rating: Amber</p>	<p>Initial Response</p> <p>A shared email account (Accounts Receivable) is already in existence, and this will be used going forward. Membership of the mailing list needs to be updated to include all Business Partners. Evidence of chasing is currently held centrally within the FBP AR co-ordinators inbox, and this evidence will be transferred over to the shared inbox when access rights have been amended.</p>		<p>Original 1st April 2019</p>	<p>Evidence Required</p>

Audit	Recommendation	Management Responses	Action Required	Target Dates	Status
Key Financial Controls 2018-19 Additional Testing	<p>MK03194 Officers should be reminded of the need to ensure that:</p> <ul style="list-style-type: none"> • Purchase order is raised in advance. • Invoices are paid in a timely manner within the defined timescales. Where there are delays in making the payment, the reasons should be recorded. <p>Assurance Rating: Amber</p>	<p>Initial Response</p> <p>Significant improvements have been made to address problems within the AP process. One FBP is responsible for AP and he supervises the team and manages / monitors progress. Backlogs were ringfenced in 2018/19 and cleared. Management reports are reviewed on a weekly and daily basis. PO compliance was 97% in April 2019, however, CBIS was down for 8 working days in May and it is expected that this downtime will affect performance in May. To maintain a good level of service, it is essential that we have the necessary tools available and systems are working.</p>		<p>Original 1st April 2019</p>	<p>Evidence Required</p>

Agenda Item 7

Committee: Police Performance and Resource Management Committee Police Authority Board	Date: 21 st June 2019 11 th July 2019
Subject: Revenue and Capital Budget Outturn Report 2018/19	Public
Report of: Commissioner of Police Pol 50-19	For Information
Report author: Cecilie Booth, Chief Operating and Chief Financial Officer	

Summary

The original Chief Officer Cash Limited budget at the start of the year was £66.2m. A further £1.9m was advanced from Business Rates Premium (BPR), providing a final budget of £68.1m. The final outturn position shows a budget deficit of £449,000, funded from Police General Reserves (£226,000) and Proceeds Of Crime Act (POCA) reserves (£223,000). The outturn position is broadly in line with the Quarter 3 report, and includes in-year budget mitigations of £3.1m (breakdown shown in table 3 below)

The main reason for the budget deficit is that the original budget significantly understated the pay and overtime budget, as well as double counting a £4.5m grant.

To address the budget shortfall in the final quarter of 2018/19, budget mitigations were put in place including restrictions on recruitment, overtime and non-essential non-pay expenditure.

Recommendation

Members are asked to note the report.

Main Report

Chief Officer Cash Limited Budget

1. The approved Chief Officer Cash Limited budget at the start of the year was £66.2m. At Quarter 3 (Q3), the forecast outturn position was a budget deficit of £5.4m, to be funded from planned budget mitigations (£3.1m), Business Rates Premium (£1.9m) and reserves. A recruitment freeze and a freeze on non-essential expenditure was introduced in the final quarter of 2018/19, which delivered the required savings of £3.1m. The residual deficit of £449,000 was funded from reserves. The final outturn position, after budget mitigations, is shown in Table 1 below:

Table 1

Police 18/19 Outturn Summary	
	£'000
Final Budget before BRP funding	66,194
Addition BRP funding	1,900
Supplementary Revenue Projects (SRP)	6,045
Final Police Budget for 18/19 (a)	74,139
Actual Police Spend	68,474
Net SRP Spend	6,057
Tactical Firearms reserve transfer	57
Final Police Spend (b)	74,588
Residual Police Budget Deficit (b-a)	449
Deficit funded by:	
Police General Reserve	226
POCA	223
Total	449

2. The main reason for the budget deficit was that the original budget significantly understated the pay budget, and in particular overtime. The pressure on the pay budget was initially masked by a £4.5m grant for the National & International Capital City grant, which was also double-counted as income. The full impact of these reasons and some other minor errors and omissions were only fully revealed during the closedown process.
3. The Force has four operational directorates (Crime, Economic Crime, Intelligence and Information and Uniform Policing) and one support Directorate (Business Support). The outturn position is summarised below in Table 2. Further details can be found in Appendix 1.

Table 2

	Original Budget £m	Final Budget £m	Outturn £m	Variance £m
Total Pay	91.1	92.8	97.8	(5.0)
Non-Pay	33.4	48.4	44.6	3.8
Total Expenditure	124.5	141.2	142.4	(1.2)
Total Income	(55.3)	(61.4)	(62.2)	0.8
Funding	(61.1)	(74.1)	(74.1)	0.0
Underlying Deficit	8.1	5.7	6.1	(0.4)
Use of reserves	(3.5)	(5.7)	(6.1)	0.4
Deficit	4.6	(0.0)	(0.0)	0.0

4. The “Original Budget” column shows the approved budget. The “Final Budget” column shows the budget required to deliver the current level of service. The outturn position for income and expenditure for the year is compared against the “Final Budget”.

Revenue

5. Finance Business partners have worked closely with operational directorates to align outturns to budgets by examining all pay and non-pay expenditure, including vacancies, recruitment and the use of agency staff. Funded units have been reviewed to help improve the year end position.
6. At Q3, the year end forecast predicted a budget deficit of £5.4m, predominately due to the errors as mention in the opening summary. The final outturn position aligns closely to the Q3 forecast, and the budget deficit was funded as follows:

- Budget Mitigations £3.1m
- Business Rates Premium £1.9m
- Reserves £0.4m
- Total £5.4m**

7. The budget mitigations were found in the following areas:

Table 3

	Mitigations
1	Police Staff Recruitment Freeze
2	Freeze on Police Overtime
3	Agency Staff Rationalisation
4	Freeze on Non Pay Costs
5	Funded Units Recharge Review
6	Additional Income from the Corporate Plan

8. The financial impact of Deferred Weekly Leave (DWL) and Time off In Lieu (TOIL) was assessed in the final quarter. TOIL was fully paid up until 31 March, and outstanding DWL has been calculated. It should be noted that there is currently no financial impact relating to outstanding DWL, it is identified for accounting purposes only.

Directorate Outturn:

9. Table 4 below shows directorate outturn breakdown

Table 4

Directorate	Final 18/19 Budget	Outturn	Variance
BSD	28,839,698	27,071,872	1,767,826
Crime	12,020,000	10,857,347	1,162,653
ECD – Funded Units	2,100,000	1,717,411	382,589
ECD	8,450,350	7,317,140	1,133,210
I&I	10,635,000	11,919,526	(1,284,526)
UPD	12,094,000	15,255,752	(3,161,752)
Grand Total	74,139,048	74,139,048	0

Narrative:

a. BSD

Underspend of £1,767,839 due to:

- BSD is the receiving directorate for a range of funding sources for the CoLP. Income and expenditure wasn't fully re-allocated to the appropriate directorates as part of the closedown process, so the underspend in BSD offset overspends in other directorates.

b. Crime

Underspend of £1,162,653 due to:

- Vacancies throughout the year, and as part of the managed recruitment freeze.
- The underspend on staffing was partly offset by an overspend on overtime to cover vacancies, and for response to major incidents;
- Non-pay savings in line with the expenditure freeze;
- Additional Income

c. Economic Crime

Underspend of £1,515,799 due to:

- Vacancies and maximising recharges to funded units. Underspends in the core funded units were mainly due to vacancies throughout the year.
- Other government grants of £2m funded activity in the Economic Crime Victim Care Unit, the Overseas Anti-Corruption Unit and the Police Intellectual Property Crime Unit and £6m from industry bodies funded work in the

Insurance Fraud Enforcement Team, the Dedicated Card and Payment Crime Unit and the Lloyds Partnership. The Economic Crime Academy received £1.2m delivering training over the course of the year.

d. Information & Intelligence

Overspend of £1,284,526 due to:

- Direct staffing costs due to underfunding of establishment posts, in particular for the 20 new posts approved by members without the allocation of funding. The main pressures were within Command Hub, Duties Office, Operation & Emergency planning Office and Surveillance.
- Overtime - the Command Hub incurred the most significant overtime. There is a direct correlation between overtime and vacancies both in number of officers and specific experience. The Command hub in particular faced this challenge during the year.
- Pressures were mitigated by freeze on non-pay expenditure towards the end of the year and higher than expected income (mainly Front Line services) from sale of seized vehicles.

e. Uniformed Police

Overspend of £3,161,752 due to:

- Mainly staffing related. Overtime spend was £1.2m against a budget of £0.3m. The units with the most significant spends are the Support Group and Tactical Firearms Group.
- Non pay overspend was mainly due to hiring of premises for various policing operations including impounded / seized vehicles. The overall non-pay overspend was mitigated by higher than budget income from various government grants including Counter Terrorism (CT) grant and Transport for London (TFL) grants.

Workforce

10. The workforce / pay budget makes up 74% of the overall budget. There has been some fluctuations in the workforce over the year, as shown in Table 5 below. Table 5 below provides payroll numbers only, and does not fully reflect the establishment including vacancies.

Table 5

FTE's				Headcount			
Month	Officers	Staff	Total	Month	Officers	Staff	Total
April	705	446	1,151	April	718	459	1,177
May	710	444	1,154	May	729	461	1,190
June	725	442	1,167	June	738	455	1,193
July	734	451	1,185	July	745	466	1,211
August	733	453	1,186	August	744	466	1,210
September	732	452	1,184	September	744	466	1,210
October	726	445	1,171	October	736	459	1,195
November	729	443	1,172	November	739	458	1,197
December	745	441	1,186	December	756	453	1,209
January	748	437	1,185	January	761	453	1,214
February	742	435	1,177	February	755	446	1,201
March	742	433	1,175	March	751	445	1,196
Average	731	443	1,174	Average	743	457	1,200

Overtime

11. There is a direct correlation between holding vacancies and increased overtime expenditure. The overtime outturn position in 2018/19 is £3.2m against an original budget of £0.4 and a revised budget of £1.6m.
12. There was a reduction in overtime worked in January, but the trend is similar to previous years, as illustrated in Charts 1 and 2 below:

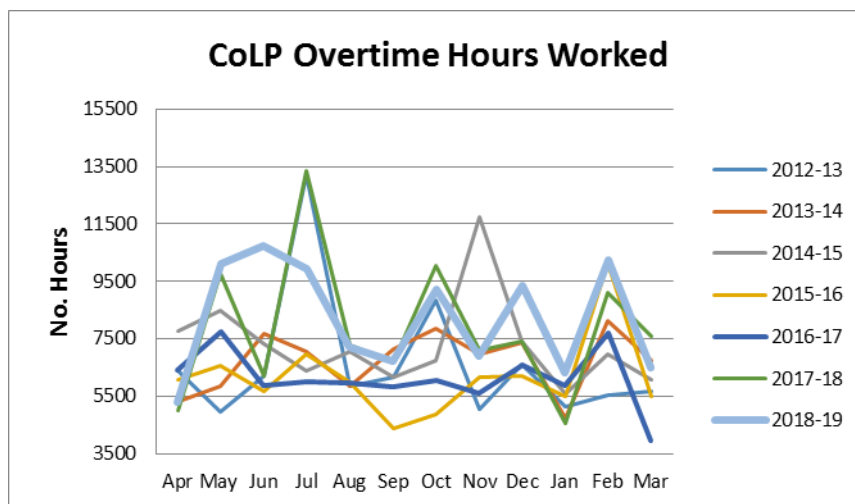
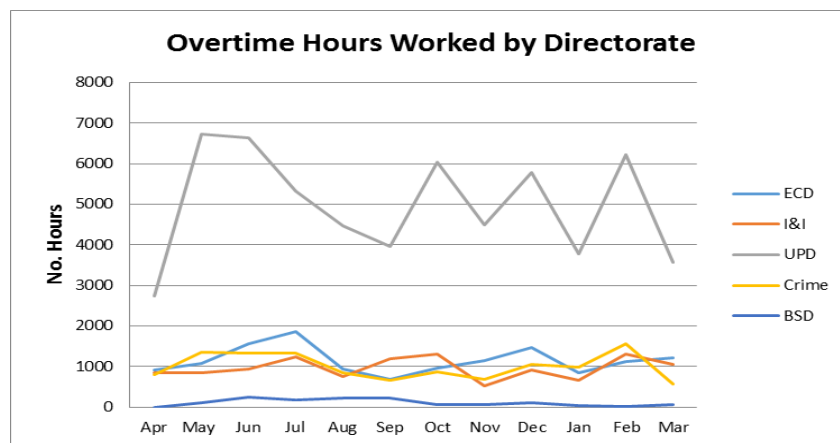
Chart 1

Chart 2 shows overtime worked in 2018/19 per directorate:

Chart 2



13. As illustrated above there was a reduction in overtime worked in UPD, Crime and BSD since the instruction to reduce overtime was issued in November / December 2018. However, there was an increase in overtime in I&I and ECD. The reason for this increase in the final quarter of the year is:

I&I – Command Hub and surveillance caused the spike in overtime during January / February.

ECD – Nearly all overtime is charged to funded units, some is related to Action Fraud.

Events Policing – Operational directorates involved in policing two Royal Weddings, Donald Trump visit in 2018 and various demonstrations.

Non-pay

14. Budget mitigations realised non-pay savings in the region of £419,000 and additional income and contributions of £641,000 (See Table 2), totalling non-pay savings of £1.06m.

Sources of Funding and Income

15. The City of London Police receives funding and income from a range of sources. Core Funding is provided from the Home Office and the Corporation of London as shown in Table 6 below:

Table 6

Funded By:	Amount (£'000)
HO Core Grant	-55,900
Business Rate Premium	-8,800
Additional BRP	-1,900
HO Ctax levy grant	-900
CoL IT contribution	-1,100
Contribution to Capital	-1,000
Contribution from Action Fraud	2,100
SRP Budget	-6,057
Apprenticeship Levy	-100
Misc	-500
Total Funding	-74,157

Action Fraud	-2,180
General Reserve	-3,726
POCA	-223
Reserves	-6,130

Income is received for Force *specific* matters as shown in Table 7 below:

Table 7

Name of Grant	Funding Provider	Amount Received in 2018/19 £
Counter Terrorism Policing Grant	Home Office	6,230,000
Firearms Uplift	Mayor's Office for Policing and Crime	280,000
London Safety Camera Partnership	TFL	260,000
Tower Bridge	CoL	90,000
Transport for London: PCVU	TFL	310,000
Transport for London: SSA Contract	TFL	1,520,000
Insurance Fraud Enforcement Department	Association of British Insurers	3,600,000
National Lead Force	Home Office	2,500,000
Economic Crime Victim Care Unit	Mayor's Office for Policing & Crime	210,000
Regional Organised Crime Unit Coordinator Salary	Home Office	80,000
Action Fraud/National Fraud Intelligence Bureau	Home Office	4,000,000
Action Fraud Managed Services	Home Office	5,500,000
Intellectual Property Crime Investigation Unit	Intellectual Property Office	

		1,590,000
Overseas Anti-Corruption Unit	Department for International Development	180,000
Dedicated Cheque and Plastic Card Unit	UK Payments Administration Ltd	2,330,000
National Cyber Security Programme	Home Office	2,090,000
National Cyber Security Programme	Home Office	1,290,000
National Cyber Security Programme	Home Office	600,000
National Cyber Security Programme	Home Office	1,310,000
Police Transformation Fund - National to Local Fraud & Cyber Data Sharing	Home Office	1,220,000
Police Transformation Fund - Economic Crime Capability Grant	Home Office	1,060,000
Police Pension Grant	Home Office	19,530,000
Cyber Griffin	City Cash	110,000
Late Night Levy	Via Corporation	320,000
Fees and Charges	Miscellaneous	4,400,000
Other	Miscellaneous	1,600,000
TOTAL		62,210,000

Accounts Receivable (AR)

16. The value of Debtors at Year end was £2,077,990. (February £893,607). Debt over 3 months old was £246,000 (February £681,000). This greatly improved position on debts over three months old is a result of a review of outstanding debtors.

17. Debt less than three months old increased by £1,618,000, which was largely due to issuing a number of year-end invoices as well as more timely invoicing in general.

Table 8 - Aged Debt Profile

Age of Debt	No of Invoices	Value (£)	Change on Previous Month (Invoices)	Change on Previous Month (Value)
Less than 1 month	43	1,752,757	+ 23	1,607,773
1 – 2 Months	5	14,054	+3	10,821
2 – 3 Months	3	65,000	(-4)	801
3 months – 1 year	12	143,163	+1	(180,401)
Over 1 year	13	103,016	(-22)	(254,611)
TOTAL	76	2,077,990	1	1,184,383

Summary of Movements in Month:

Number of Invoices Paid	(17)	(£195,269)
New Invoices Raised	44	£1,760,379
Credit Notes Issued	(10)	(£372,276)
Debts Written Off	(16)	(£8,451)

Table 9 - Aged Debt per Directorate

Directorate	< 1 month £	1-2 months £	2-3 months £	3 months + £	Total £
BSD/Central	227,885	-	61,767	161,538	451,190
Crime	190,776	-	-	-	190,776
ECD	530,633	-	15	82,669	613,317
I&I	85,084	-	-	-	85,084
UPD	718,379	14,054	3,218	1,972	737,623

Accounts payable (AP)

18. The CoLP AP team processed 10,205 invoices with a total value £42.2m during 2018/19. The number of POs raised was 6,927 and number of goods receipted was 8,647. The corporate PO compliance target is 97%, CoLP performance was 94% for the year.
19. Due to staff shortages and operational problems, a backlog was building up within the AP team during the first half of the financial year. The backlog was identified and ring fenced in two service areas; the service request inbox and un-invoiced receipts. Work on clearing the backlog resulted in a significant service improvement, and much improved performance against the corporate target of paying invoices within 30 days (small suppliers within 10 days) as shown in Table 10 below:

Table 10 – Payment Performance CoLP

Month	30 Days P.O.T	Total Nos Invoices	10 Days P.O.T	Total Nos Invoices
Feb-19	71%	585	71%	269
Mar-19	85%	495	79%	262
Apr-19	87%	398	81%	149

20. Table 10 illustrates the steady improvement in payments of invoices between February and April 2019. However, despite the improvement shown, it should be noted that there is still an element of backlog and further work is required to maintain current service levels and improve performance going forward. The aim is to achieve the 97% corporate target for payment of invoices on time.

Brexit

21. National Policing has identified the potential risk of public disorder during the Brexit period, which added further pressures on the revenue budget. Brexit related protests have been planned for central London which could enter the City

footprint. Any sizeable protest within the City footprint that led to disorder would require a regional mobilisation response. This would mean a large number of Police Support Units within the City dealing with protest.

22. The Corporation of London made funds available to meet Brexit preparation costs, and CoLP secured funding of £44,000 for upfront investment and contingency plans. £9,000 was spent in 2018/19, and the remaining £35,000 has been allocated to 2019/20. Funding may also be available from the Home Office, but no such funding was available during 2018/19.
23. A new cost centre has been established to monitor costs, and overall expenditure will be closely monitored.

Capital Programme and Supplementary Revenue Projects (SRP)

24. The CoLP Capital and SRP programme includes the projects shown in Table 11. Project management procedures ensure that projects cannot overspend without prior approval.

Table 11

Core Project	Approval Amount £m	Spend to date £m	Future years £m
Emergency Services Network (ESN)	1.821	1.333	0.488
Economic Crime Capability Development	0.074	-	0.074
HR Time Management & e-Expenses	0.426	0.356	0.070
ICT Support to CCCI	3.360	3.333	0.027
Police Telephony Upgrade	0.493	0.409	0.084
Ring of Steel Compliance (iMS-DRS)	2.446	2.118	0.328
Secure City Programme Management (incorporating both One Safe City and Secure City Management)	0.453	0.321	0.132
Technology Infrastructure	0.231	0.133	0.098
Wide Area Network (WAN) Refresh - Police Recharge	1.445	1.071	0.374
Grand Total	10.749	9.074	1.675

25. The capital programme has provision for the Accommodation Project which is directly managed by the Corporation of London. Activity to date is illustrated in Table 12 below:

Table 12

Core Project	Approval Amount £m	Spend to date £m	Future years £m
Accommodation Project (49 individual projects)	56.372	40.774	15.598

Emergency Services Network Project

26. The ESN team has identified that they need in the region of £8m, of which £1.821m has been approved so far. The Home Office has already delayed switching off the existing system by three years to 2022 and very recently the National Audit Office (NAO) has raised doubt about whether the project will be ready by then.
27. It has been requested that an underspend of £0.488m against the approved £1.821m budget be carried forward to 2019/20, with some changes to the expenditure categories.

Action Fraud: Action and Know Fraud

28. Members approved a Deed of Variation to the Managed Service Contract enabling a partial service Go Live in October 2018. The remaining functionality is being delivered through Four Maintenance Releases starting in June 2019. Mobilisation expenditure was £1.4m following additional support from the Home Office from within the National Cyber Security Programme. This resulted in £1.7m being carried forward into 2019/20.

Use of Reserves

29. Table 13 below shows a summary of the Police reserves.
30. The Police General Reserve, the Transformation Reserve and the Action Fraud reserve were all fully utilised to match expenditure incurred during 2018/19.

Table 13

Police Funds to 31st March 2019	2018/19 Opening Balance £m	2018/19 Outturn £m	2018/19 Additional net Proceeds in-year £m	2018/19 Closing Balance £m
General	(3.73)	3.73	0.00	0.00
POCA	(2.93)	0.86	(0.45)	(2.53)
Action Fraud	(3.18)	2.18	(0.71)	(1.71)
Transformational Funding	(0.10)	0.04	0.00	(0.06)
Total Police Funds	(9.94)	6.80	(1.16)	(4.29)

Appendix 1 – Outturn Detail

Contacts:

Cecilie Booth, Chief Operating and Chief Financial Officer
0207 601 2484,
Cecilie.Booth@cityoflondon.pnn.police.uk

Forecast - Detailed

	Original Budget £m	Final Budget £m	Outturn £m	Variance £m
Pay				
Officers – net	47.9	46.2	47.9	(1.7)
Staff – net	21.2	22.5	22.2	0.3
Overtime	0.4	1.6	3.2	(1.7)
Agency	0.0	0.8	2.1	(1.3)
Pensions Contrib.	19.6	19.6	20.4	(0.8)
Other	2.0	2.1	2.0	0.1
Total Pay	91.1	92.8	97.8	(5.0)
Non-Pay	33.4	48.4	44.6	3.8
Total Expenditure	124.5	141.2	142.4	(1.2)
Income				
Specific Grant	(41.2)	(47.2)	(46.2)	(0.9)
Partnership	(11.1)	(11.5)	(11.5)	(0.1)
Fees & Charges	(3.0)	(2.7)	(4.4)	1.8
Total Income	(55.3)	(61.4)	(62.2)	0.8
Funding	(61.1)	(74.1)	(74.1)	0.0
Underlying Deficit	8.1	5.7	6.1	(0.4)
Use of reserves	(3.5)	(5.7)	(6.1)	0.4
Revised Deficit (pre-mitigation)	4.6	(0.0)	(0.0)	0.0

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Agenda Item 8

Committee: Police Performance and Resource Management Committee Police Authority Board	Date: 21 st June 2019 11 th July 2019
Subject: Budget Monitoring Month 2 - 2019/20	Public
Report of: Commissioner of Police Pol 51-19	For Information
Report author: Cecilie Booth, Chief Operating and Chief Financial Officer	

Summary

The Chief Officer Cash Limited budget at the start of the year is £72.7m. This currently excludes funding for the additional 67 growth bid posts which will be adjusted in year.

This report outlines the financial position up to the end of May 2019 (Month 2). It is too soon in the financial year to provide a meaningful projected outturn position, however, the purpose of this additional monitoring report is to provide Members with assurance that a balanced budget has been set, key financial pressures have been identified and a comprehensive system of monitoring is in place. A full Quarter 1 report will be presented to Members in September 2019.

Recommendation

Members are asked to note the report.

Main Report

Chief Officer Cash Limited Budget

1. The Force has four operational directorates (Crime, Economic Crime (ECD), Intelligence and Information (I&I) and Uniform Policing (UPD) and one support Directorate, Business Support Directorate (BSD). The forecast is summarised below in Table 1. Details of the Revised Budget and forecast can be found in Appendix 1.

Table 1

	Original Budget £m	Actual (M2 YTD) £m	Forecast £m	Variance £m
Total Pay	101.4	11.8	101.4	0.0
Non-Pay	38.0	7.9	38.0	0.0
Total Expenditure	139.3	19.7	139.3	0.0
Total Income	(66.6)	23.4	(66.6)	0.0
Funding	(72.7)	(72.7)	(72.7)	0.0
Total	0.0	0.0	0.0	0.0

Some sources of income and funding are received close to year end, the forecast column reflects this.

Revenue

2. Finance Business partners are working closely with operational directorates to ensure all pay and non-pay expenditure is captured correctly against the approved budgets, including monitoring of vacancies, recruitment and the use of agency staff. A detailed review of core funding and funded units is also being undertaken, to ensure a consistent recharging approach is applied.
3. At M2, the forecast to year end is showing expenditure in line with the budget and no major variances. However, it should be noted that month 2 is a very early stage of the monitoring process.

In-year budget mitigations

4. The following budget mitigations are required in-year:

Pay - £4.7m (£2m budget mitigations, £1.7m vacancy factor and £1m Transform)

Non-pay - £1.6m (£1m budget mitigations and £0.6m Transform)

5. To achieve the required savings during the year, it is essential that a plan is in place, and that the plan is monitored closely.

Pay savings will be found through workforce and vacancy management in core funded posts. The monthly pay savings required is £390,000 (81 posts, officers / staff), however, this is subject to further work by the Police and Police Authority Treasurer.

Non-pay savings of £1.6m have been identified in the following areas:

Corporate Plan income	£300,000
Facilities Management	£500,000
Seized assets disposal	£300,000
Agency Staff	<u>£500,000</u>
Total	<u>£1,600,000</u>

6. It is highly unlikely that required services can be maintained with 81 vacant posts. If and when additional non-pay savings or additional income / funding are achieved, the plan will be revised.

Additional budget pressures

7. The Employer's contribution to Police Pension increased from 21.3% to 24.2% in 2018/19 with a further increase to 31% for 2019/20. This increase in contribution provides an additional budget pressure of £2.5m (between core and funded posts). At this stage it is unclear on the extent of central grant provision for this increase, and this will be reported on once we have greater certainty. It has not yet been determined how this additional pressure will be funded.

Directorate breakdown

8. Table 2 below shows projected directorate outturn.
9. The YTD actuals for ECD and BSD appear high at month 2, this will reduce significantly once income is received later in the year.

Table 2

Directorate	Original 19/20 Budget	M2 Actual	Projected Outturn	Variance
BSD	24,223,000	14,290,134	24,223,000	-
Crime	12,512,000	2,024,427	12,512,000	-
ECD	2,661,000	21,208,867	2,661,000	-
ECD - Funded Units	6,350,000	890,612	6,350,000	-
I&I	11,428,000	1,752,063	11,428,000	-
UPD	15,555,000	2,878,824	15,555,000	-
Grand Total	72,729,000	43,044,926	72,729,000	-

Workforce

10. Table 3 shows the overall CoLP Establishment as at May 2019, with a further breakdown of where the additional posts sit and how funded in table 3.1.

Table 3

Officer/Staff		Jan 2019	Total
Officer	756	23	779
Staff	451	45.1	496.1
Grand Total	1207	68.1	1,275.1

Table 3.1

Officers	Staff	Funding
	Change Portfolio Office x2	Grant
	Facilities Management x2.55	Accommodation Program
	PSD x1	ECD Action Fraud
	HR x1	Grant (HAC)
Economic Capability Development x7	Economic Capability Development x1	Home Office
OACU x1	OACU x1	Department for International Development
NCSP Protect Funding x2	NCSP Protect Funding x7	Home Office
National Fraud Academy x1		Traded Income
	ECVCU x18	MOPAC
	IFED x2	Association of British Insurers
	Lloyds Partnership x1	Lloyds Bank
NFIB x1	NFIB x1	Home Office
	NCSP Out of Hours Operation x1	Home Office
	National Lead Force x0.55	Home Office
	Information Management x2	Grant (DBS) x1 and Corporation x1
Licensing x1		Grant (Late Night Levy)
Management Team x1		Grant (Direct Entry Superintendent)
Project Servator x6	Project Servator x3	Grant (Home Office)
Cyber Crime Unit (Cyber Griffin) x3		Cyber Griffin
	AOJ x1	NLF Funding
Total = 23	Total = 45.1	

11. As of 31 May 2019, the CoLP establishment is 1,275.12, comprising 779.0 officers and 496.1 staff. Growth due to additional external funding does not affect core funded posts.

12. With approval given for 67 additional posts at Resource Allocation Sub Committee and Policy and Resources Committee on the 2nd May the Directorate breakdown is shown in Table 4 below showing the additionality to the overall establishment figures:

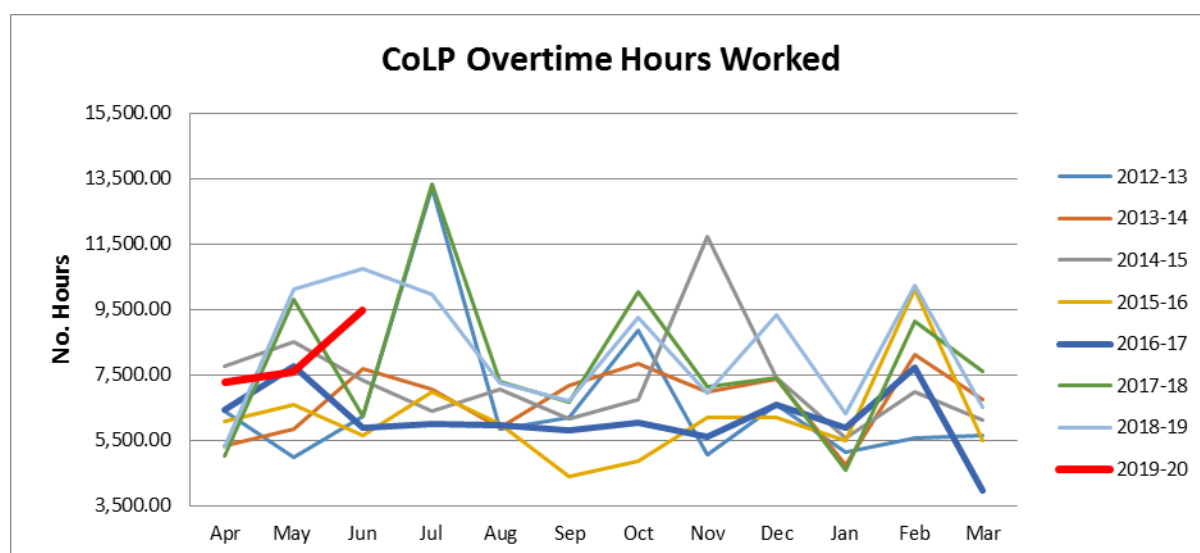
Table 4

Officer/Staff	BSD	Crime	ECD	I and I	UPD	Grand Total
Officer	36.00	138.00	196.00	95.00	375.00	840.00
Staff	136.86	69.00	162.16	102.31	31.79	502.12
Grand Total	172.86	207.00	358.16	197.31	406.79	1,342.12

Overtime

13. In 2018/19, expenditure on overtime was £3.2m. The 2019/20 overtime budget is £1.6m, so significantly lower than the previous year's outturn position. At the February meeting of the Performance and Resource Management Committee, Members sought reassurance that overtime spend was being actively monitored and mitigated. A revised overtime policy was introduced in 2019/20 which includes devolved overtime budgets and more transparent monitoring and forecasting. Clear management lines have been established for the authorisation of planned and reactive overtime. Chart 1 below shows overtime worked in April and May 2019.

Chart 1



14. There is a direct correlation between vacancies and overtime. While a significant number of vacancies are held, it is highly likely that overtime will be required.

15. Up to 31 May 2019, the cost of overtime totals £488,000, which relates to overtime worked in April and part of May.

16. The main reasons for overtime are:

- Covering for vacant posts (backfilling / Business as Usual (BAU))
- Extinction Rebellion protest over the Easter period
- Pan London Brexit protest
- Bank of England armed escorts
- CID
- Op BENBOW

17. Some of this overtime will be related to funded units, however, expenditure in the first two months of the year is high and this will place further pressure on the revenue budget. It is expected that the need for backfilling and BAU will reduce as vacancies are filled, however, it is difficult to predict requirements relating to future (known and unknown) policing requirements.

Sources of Funding and Income

18. The City of London Police receives funding and income from a range of sources. A breakdown of Core Funding is shown in Table 5 below. Some funding is received towards the end of the financial year.

Table 5

Funded By:	Amount (£'000)
Core Grant	-57,100
Premium	-13,000
HO Ctax levy grant	-2,700
Total Funding	-72,800

19. Income is received at various stages of the financial year, and activity will be monitored and reported upon as part of the usual budget monitoring process. A fuller assessment of the security of income streams as requested by Members will be undertaken as part of the MTFP refresh later in the year and reported to Members. The 2018/19 Outturn report also on the agenda at this Committee/ Board sets out a breakdown of the level of income received last year by income stream as requested by Members. Updates will be provided on the 2019/20 position throughout the year.

Accounts Receivable

20. The value of Debtors as at 31 May is £1,035,938 (2018/19 year end £2,077,990). Debt over 3 months old was £123,849 (2018/19 year end £246,000). A breakdown of Aged Debt is shown in Table 6 below.

Table 6

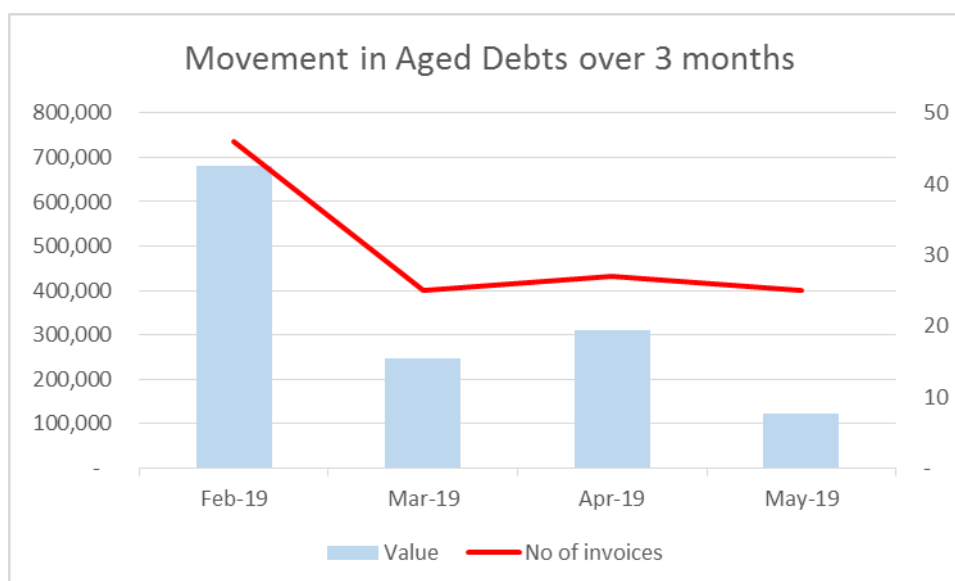
Age of Debt	No of Invoices	Value (£)	Change on Previous Month (Invoices)	Change on Previous Month (Value)
Less than 1 month	6	184,578	(37)	(1,568,179)
1 – 2 Months	2	11,181	(3)	(2,873)
2 – 3 Months	8	716,330	5	651,330
3 months – 1 year	13	99,182	1	(43,980)
Over 1 year	12	24,666	(1)	(78,350)
TOTAL	41	1,035,938	(35)	(1,042,052)

Number of Invoices Paid	(38)	(£1,109,288)
New Invoices Raised	8	£195,759
Credit Notes Issued	(5)	(£128,524)
Debts Written Off	(-)	

Table 7

Directorate	< 1 month £	1-2 months £	2-3months £	3 months + £	Total £
BSD/Central	11,000	7,403	211,479	114,643	344,525
Crime	-	-	-	-	-
ECD	168,053	3,778	1,050	3,667	176,548
I&I	5,525	-	40,000	-	45,525
UPD	-	-	463,801	5,539	469,340

Chart 2



Accounts payable

21. Table 8 below illustrates a 12 month rolling total of City of London Police PO compliance performance. Compliance is measured by the number of invoices received where a Purchase Order (PO) has been raised in advance. The corporate compliance target is 97%. CoLP average compliance for the 2018/19 year is 94%. Performance in April 2019 is 97%, so in line with the corporate target.

Table 8

Month	No of Compliant Invoices	Total No of Invoices	%
May-18	522	554	94%
Jun-18	414	445	93%
Jul-18	516	561	92%
Aug-18	589	622	95%

Sep-18	491	514	96%
Oct-18	589	637	92%
Nov-18	642	662	97%
Dec-18	545	572	95%
Jan-19	619	687	90%
Feb-19	566	587	96%
Mar-19	686	713	96%
Apr-19	545	526	97%
Total to Date	6,724	7,080	94%

22. May 2019 performance is not yet available, however, it should be noted that the financial system (CBIS) was unavailable for 8 working days, which will have an adverse impact on performance, both for the month and in dealing with backlogs.

Brexit

23. National Policing has identified potential risk of public disorder during the Brexit period, which added further pressures on the revenue budget. Brexit protest have been planned for central London which could enter the city footprint. Any sizeable protest within the City footprint that led to disorder would require a regional mobilisation response. This would mean a large number of Police Support Units within the City dealing with protest.

24. The Corporation of London made funds available to meet Brexit preparation costs, and CoLP secured funding of £44,000 for upfront investment and contingency plans. £9,000 was spent in 2018/19, and the remaining £35,000 has been allocated to 2019/20. Funding may also be available from the Home Office, however no such funding was available during 2018/19.

25. Overtime relating to Brexit in the first two months of 2019/20 is £22,000.

Action Fraud: Action and Know Fraud

26. Progress is being made against the agreed Home Office Grant deliverables. In addition:

- At the Projects Sub-Committee on 29 May 2019 Members requested a follow-up report for Action and Know Fraud – Client Team to include (1) VFM of Programme Team (2) review of risks/rewards of re-tasking programme team / new ways of working
- A Business Case to further evidence and support service commercialisation is being drafted for consideration by the Commissioner and Chamberlain Joint Commercial Board in June 2019 with the aim of including in July 2019 Member reporting.

Capital Programme and Supplementary Revenue Projects (SRP)

27. Capital expenditure usually spans over several years. Capital Programme monitoring for 2019/20 has not yet commenced, the capital position will therefore be covered in more detail in the Q1 report at the September 2019 Police Authority Board meeting.

Emergency Services Network Project

28. Underspends of £0.488m against the approved budget have been carried forward with some changes to the expenditure categories. The future of this project will be considered in more detail during 2019/20.

Use of Reserves

29. Table 9 below shows a summary of the Police reserves.

30. The Police General Reserve was fully utilised in 2018/19 and drawdowns were made from the Transformation Reserve and the Action Fraud reserve to match expenditure. As per Table 9, remaining reserves are expected to be fully spent by the end of the financial year.

Table 9

Forecast Police Reserves to 31st March 2020	2019/20 Opening Balance £m	2019/20 Projected Spend £m	2019/20 Projected closing Balance £m
General	0	0	0
POCA	(2.53)	(2.53)	0
Action Fraud	(1.71)	(1.71)	0
Transformational Funding	(0.06)	(0.06)	0
Total Police Funds	(4.3)	(4.3)	0

Risk Management

31. Table 10 below identifies the key risks and mitigating controls contained within this report:

Table 10

Risk	Risk Mitigation
Major incidents	Early engagement with the Home Office to ensure opportunities for cost recovery are maximised.
Crime Performance / Safety issues	All such issues will be reported to members
Vacancy factor	It will be challenging to maintain acceptable service levels with a vacancy factor of 81. The vacancy factor will be reviewed and revised throughout the year, if and when the financial position improves from additional non-pay savings / additional income. All recruitment is approved by the Strategic Workforce Panel.
Budget mitigations and additional pension pressure	Fortnightly strategy meetings are held with the Commissioner, Town Clerk and Police Authority Policy Officers and Police Authority and Force Finance, reviewing and challenging budget and savings assumptions.
Overtime budget	Enhanced controls have been introduced to manage the overtime budget
Deferred Weekly Leave (DWL)	Accrued DWL has been quantified, however, the build-up of DWL may be subject to unplanned events over the year.

Use of agency staff	Reliance on agency staff has been greatly reduced
Further cost pressures for Action Fraud	Under review and close scrutiny
Capital Programme progress and potential slippage	The Capital Programme will be monitored throughout the year, capital recharges will be undertaken in a timely manner. Preparation of the 2020/21 Capital Programme will commence in the autumn.
Brexit	Expenditure will be monitored closely, and external sources of funding will be explored.
Events policing	Finance Business Partners will work closely with services to ensure chargeable events policing is captured in a timely manner and recharged accordingly.
Vehicle fleet management	A Strategic Fleet Management Group chaired by the Assistant Commissioner has been re-established. A strategic review of the police vehicle fleet will be undertaken

Appendices- Appendix 1 – Budget Detail

Contacts:

Cecilie Booth, Chief Operating and Chief Financial Officer
0207 601 2484,

Cecilie.Booth@cityoflondon.pnn.police.uk

Forecast - Detailed

	Original Budget £m	Actual (M2 YTD) £m	Forecast £m	Variance £m
Pay				
Officers – net	51.8	7.9	51.8	0.0
Staff – net	22.1	3.6	22.1	0.0
Overtime	2.0	0.2	2.0	0.0
Agency	2.9	0.0	2.9	0.0
Pensions Contrib.	2.1	0.1	2.1	0.0
Other	20.4	0.0	20.4	0.0
Total Pay	101.4	11.8	101.4	0.0
Non-Pay	38.0	7.9	38.0	0.0
Total Expenditure	139.3	19.7	139.3	0.0
Income				
Specific Grant	(52.1)	23.8	(52.1)	0.0
Partnership	(11.9)	(0.4)	(11.9)	0.0
Fees & Charges	(2.6)	0.0	(2.6)	0.0
Total Income	(66.6)	23.4	(66.6)	0.0
Funding	(72.7)	(72.7)	(72.7)	0.0
Total	0.0	0.0	0.0	0.0

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Committee(s): Police Performance and Resource Management Committee- for information	Date(s): 21 st June 2019
Subject: HMICFRS Inspection Update	Public
Report of: Commissioner of Police Pol 45-19	For Information
Report author: Chief Inspector Luke Baldock, Strategic Development	

Summary

This report provides Members with an overview of activity undertaken within the last reporting period, since your February 2019 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

3 new Force Reports have been published in the last period.

Force Reports- 2 new reports published:	Dates:
Report on an unannounced inspection visit to police Custody suites.	26 th March 2019
Integrated PEEL 2018/2019	2 nd May 2019

National Reports-1 new report published	Date:
Fraud: Time to Choose	2 nd April 2019

Inspections undertaken since last report

The force has been the subject of 3 inspections since the last report to your committee in February 2019:

- Counter Terrorism - Prevent
- Crime Data Integrity
- Cyber

The Prevent and Cyber inspections are part of national thematic reports; no force level reports will be produced.

The force has received a positive hot debrief from the Crime Data Integrity inspection.

Inspections Due-No new inspections are planned.

Reports Due for Publication- The crime data integrity inspection is a force report expected to be published July 2019.

HMIC Recommendations Overview

This report details progress against the recommendations from all live inspection action plans and these are summarised in the table below and detailed fully within Appendix A. Of note is the fact that 51 of the outstanding 63 recommendations are from the new reports which have been published since the last Sub Committee.

There are 3 new greens to report, demonstrating progress since your February 2019 Sub Committee.

HMICFRS Report title	Number of open recommendations/areas for improvement and status	
	Previous report to your committee [February 2019]	Current report to your committee
<u>New Reports</u>		
Integrated PEEL 2018/2019	Not published	11 AMBERS
Fraud: Time to Choose	Not published	18 AMBERS
Report on an unannounced inspection visit to police custody suites – City of London Police	Not published	22 AMBERS
HMICFRS Report title	Number of open recommendations/areas for improvement and status	
	Previous report to your committee [February 2019]	Current report to your committee
<u>Previous Reports</u>		
Policing and Mental Health - Picking Up the Pieces	1 AMBER 2 WHITE	1 AMBER 2 WHITE
Joint Inspection of the Handling of Cases Involving Disability Hate Crime	1 AMBER 3 NEW GREEN	1 NEW GREEN Now complete
Understanding the difference: the initial police response to hate crime	2 AMBER 1 WHITE 3 NEW GREEN	1 NEW GREEN 1 AMBER 1 WHITE
Out-of-court disposal work in youth offending teams	5 AMBER	5 AMBER

PEEL: Police Effectiveness 2017 – National	1 WHITE	1 WHITE
PEEL: Police Effectiveness 2017 – CoLP	1 NEW GREEN	Complete
PEEL: Police Legitimacy 2017 – National	1 NEW GREEN 1 NEW RED	1 NEW GREEN Now complete
Stolen freedom: the policing response to modern slavery and human trafficking	1 NEW GREEN	Complete
HMCPSP and HMCIFRS National Report - Living in fear (July 2017)	2 NEW GREEN 1 AMBER	1 NEW RED
Best Use of Stop & Search Scheme Revisit	1 NEW GREEN	Complete
Recommendation Summary	Previous report to your committee [February 2019]	Current report to your committee
New reports	0	3
New Green	0	0
Amber	0	51
White	0	0
Sub-total – New Reports	0	51
Previous reports		
NEW Green	12	3
Amber	10	7
Red	1	1 [New red]
White	4	4
Sub- Total – Previous Reports- Amber/Red/White	15	12
Total Prior Report Amber/Red/White Recommendations	15	63 [including 51 from new reports]

Recommendation

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

Main Report

Background

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 has been 3 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.

Current Position

New Reports

2. 3 reports has been published since the last report to your Sub Committee in February 2018:

Integrated PEEL 2018/2019

HMICFRS are satisfied with most aspects of the force; good at investigating and preventing crime the force works effectively to protect vulnerable people.

HMICFRS noted that the force understands demands well but identified that further work is required regarding the budget gap.

The force needs to improve its legitimacy; the lack of external scrutiny and capacity and capability of counter corruption are highlighted within the report.

The force has been graded:

Effectiveness – GOOD

Efficiency – GOOD

Legitimacy – REQUIRES IMPROVEMENT

These are the same grading as the previous assessment.

Fraud: Time to Choose

A national thematic inspection; HMICFRS inspected the effectiveness and efficiency of the police response to fraud, including online fraud. HMICFRS assessed whether:

- law enforcement has a well-designed strategy for tackling fraud;
- organisational structures provide the necessary capacity, capabilities and partnerships; and
- victims of fraud receive a high-quality response.

The inspection included fraud against individuals and business but not fraud against those public authorities that have responsibility for dealing with fraud against their own organisations.

Joint Inspection of Custody

A force level inspection carried out jointly by HMI Prisons and HMICFRS looking at strategy, treatment and conditions, individual rights and health care.

Inspections undertaken since the last report

3. The force has been the subject of 3 inspections since the last report to your committee in February 2019:

- Counter Terrorism - Prevent
- Crime Data Integrity
- Cyber

The Prevent and Cyber inspections are part of national thematic reports; no force level reports will be produced.

The crime data integrity inspection is a force report expected to be published July 2019. The force has received a positive hot-debrief from HMICFRS.

Inspections Due

4. No new inspections are planned. HMICFRS has advised the force that the annual PEEL fieldwork inspection will not take place until 2020, however data collection requests have been made and submitted to support this inspection. At this time there are no additional details forthcoming; the force remains in contact to ensure HMICFRS plans are known at the earliest opportunity.

Reports Due

5. HMICFRS are due to publish the force Crime Data Integrity report in July 2019, it is envisaged that the force will see a 'factual accuracy' report ahead of this.

Current status of HMICFRS Recommendations

6. A total of 10 HMICFRS reports have been managed by the Force during the last reporting period; 3 new reports were added to this total.
7. The current status of recommendations is summarised in the table below with full details contained in Appendix 1. 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.

8. Of particular note is the fact that 51 of the outstanding 63 recommendations are from the new reports which have been published since the last Sub Committee.
9. There are 3 new greens to report.

Current Status of HMIC Recommendations Summary

Recommendation Summary	Previous report to your committee February 2019]	Current report to your committee
NEW Green	12	3
Amber	10	58 [51 from new reports]
Red	1	1 [new red]
White	4	4
Total Amber/Red/White Recommendations	15	63 [including 51 from new reports]

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

Conclusion

10. The Force continues to make steady progress with implementation of HMICFRS recommendations which contribute to business improvement across the organisation. There has been a period of significant activity in terms of HMICFRS reports being published which has led to the increased number of Recommendations which require progressing as shown in the Appendix.
11. Members are asked to note the report.

Appendix 1: Full list of HMIC Recommendations currently being implemented within Force.

Contact:

Luke Baldock

Chief Inspector

Strategic Development

Email: Luke.Baldock@cityoflondon.pnn.police.uk

HMICFRS Report Recommendations

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

PEEL 2018/2019

Annual report by HMICFRS
Published May 2019

This report makes 11 areas for improvement for the force, these are being progressed.

Recommendations & Areas for Improvement		Status	Due Date	Comment
1	<u>Area for Improvement</u> The force should improve its use of its crime-recording and management system to better manage its case files and investigative processes.	AMBER	No deadline set by HMICFRS December 2019 set to align with the next inspection	Improvements are required in the way the force allocates some crimes and records supervision and victim contact. The following next steps have been identified: <ul style="list-style-type: none"> • Identify any training needs. • Review the crime allocation process within the force resolution centre • Include any issues identified within future dip samples

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Recommendations & Areas for Improvement		Status	Due Date	Comment
				<ul style="list-style-type: none"> Undertake a review of discontinued cases where the suspect has not been identified and the victim does not support the prosecution.
2	<u>Area for Improvement</u> The force should implement a process to get feedback from vulnerable victims.	AMBER	No deadline set by HMICFRS December 2019 set to align with the next inspection	The Force will: <ul style="list-style-type: none"> Review the current feedback process to establish if responses from victims can be improved. Benchmark with forces to establish their working practises Identify the other vulnerable victims to be contacted and incorporate into the feedback process.
3	<u>Area for Improvement</u> The force should implement the necessary processes to share 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 deadline set by HMICFRS December 2019 set to align with the next inspection	HMICFRS are aware of the forces plans to implement Op Encompass – an initiative which directly addresses this issue which a number of other forces including the MPS are adopting. The following next steps have been identified: <ul style="list-style-type: none"> Dedicated Safeguarding leads [a requirement for Op Encompass] have been identified within City school and they are about to be trained by the force public protection unit. City schools are required to sign-up to Op Encompass which the force public protection unit is co-ordinating. Following signup and training each school will then go-live. Force processes are already in place.

Recommendations & Areas for Improvement		Status	Due Date	Comment
4	<p><u>Area for Improvement</u></p> <p>The force should improve 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, the powers of other organisations and other tools to deter organised criminals from continuing to offend.</p>	AMBER	<p>No deadline set by HMICFRS</p> <p>December 2019 set to align with the next inspection</p>	<p>At the time of inspection the force was recruiting to the Lifetime Offender Management Team.</p> <p>The lifetime offender management team is now operational [May 2019].</p> <p>The following next steps have been identified:</p> <ul style="list-style-type: none"> • Working practises are to be established • Current ancillary orders are being reviewed • Individual action plans against subjects of orders are in development to monitor compliance. • Applications for new ancillary orders to be progressed. • Performance monitoring to be reviewed at the force Serious and Organised Crime Board.
5	<p><u>Area for Improvement</u></p> <p>The force should strengthen its response to county lines, which are criminal networks involved in the distribution of drugs to different areas of the country that frequently exploit children and vulnerable people.</p>	AMBER	<p>No deadline set by HMICFRS</p> <p>December 2019 set to align with the next inspection</p>	<p>This links with the drug risk reduction strategy and the forces broader partner engagement.</p> <p>The following next steps have been identified:</p> <ul style="list-style-type: none"> • Identify which partners we need to work with and develop engagement • Develop taskings and operations aligned to the risk reduction strategy. • Monitor activities at the force Serious and Organised Crime Board • A peer review is being organised.

Recommendations & Areas for Improvement		Status	Due Date	Comment
6	<u>Area for Improvement</u> The force needs to address the deficit it has identified in its medium-term financial plan.	AMBER	No deadline set by HMICFRS December 2019 set to align with the next inspection	The force and the Police Authority Treasurer have established a savings plan for 2018/2019 and secured a decision from the Police Authority for an additional 67 posts. There is currently a balanced budget for 2019/2020. A revised medium term financial plan is scheduled for Police Authority Board in the Autumn this will identify any projected deficits which need addressing.
	<u>Area for Improvement</u> The force should ensure that effective external scrutiny takes place in relation to its use of force.	AMBER	No deadline set by HMICFRS December 2019 set to align with the next inspection	The Force has an Independent Advisory Group (IAG) and a Community Scrutiny Group (CSG). The effectiveness, membership and Terms of Reference of these groups is under review and the Force is proactively seeking new Members for both groups and a total of 12 people have applied for the CSG and 2 new Members have been recruited to the IAG. The Force is looking at the potential to have one group rather than 2. A draft report has been shared with the Chairman, Deputy Chairman, Police Authority Team and lead SIA members for Community Engagement and Vulnerability and feedback received. The Final report is due to the Police Authority Board in July 2019 to update on progress more fully.
8	<u>Area for Improvement</u> The force should ensure that effective external scrutiny takes place in relation to its stop and search powers.	AMBER	No deadline set by HMICFRS December 2019 set to	

Recommendations & Areas for Improvement		Status	Due Date	Comment
			align with the next inspection	
9	<u>Area for Improvement</u> The force should extend its unconscious bias training to all its workforce.	AMBER	No deadline set by HMICFRS December 2019 set to align with the next inspection	A training package has already been developed, a timetable for roll out is to be set. Completion of training by the workforce will be monitored and reported in force at PMG.
10	<u>Area for Improvement</u> The force should ensure its anti-corruption strategic threat assessment and control strategy are comprehensive, up-to-date and include current data.	AMBER	No deadline set by HMICFRS December 2019 set to align with the next inspection	The Force is: <ul style="list-style-type: none"> Establishing the format and considerations other forces are utilising for their anti- corruption strategic threat assessments Identifying any data and intelligence gaps Considering a peer review by another force
11	<u>Area for Improvement</u> The force should ensure that its counter-corruption unit: <ul style="list-style-type: none"> has enough capability and capacity to counter corruption effectively and proactively; 	AMBER	No deadline set by HMICFRS	Capacity for counter corruption was included in a bid for posts to the Resources Allocation Sub Committee and Policy and Resources Committee [2 nd May 2019]. The overall bid was agreed.

Recommendations & Areas for Improvement		Status	Due Date	Comment
	<ul style="list-style-type: none"> • can fully monitor all of its computer systems, including mobile data, to proactively identify data breaches, protect the force's data and identify computer misuse; and • builds effective relationships with individuals and organisations that support and work with vulnerable people. 		December 2019 set to align with the next inspection	<p>Next steps have been identified:</p> <ul style="list-style-type: none"> • Any additional posts will need to be recruited to and training provided as appropriate. • The force has identified software that enables more effective monitoring of force IT – a capital bid is being prepared.

Fraud: Time to Choose

A national report by HMICFRS
Published April 2019

This report makes of which 13 recommendations and 5 areas for improvement for the police, these are being progressed.

Recommendations & Areas for Improvement		Status	Due Date	Comment
1	<p><u>Recommendation</u></p> <p>By 30 September 2019, the National Police Chiefs' Council Coordinator for Economic Crime should publish a timetable for implementing the revised Know Fraud system, making clear which services are to become available at each stage of implementation and thereby enabling forces to make use of each service as early as practicable.</p> <p>The use made of the system by police forces should be monitored and evaluated to identify best practice.</p>	AMBER	September 2019	<p>The timetable is likely to be influenced by the outcome of the contract negotiation with supplier of the Action/Know Fraud Service. The force has a Gold Group managing this and it is being reported on regularly to the Police Authority Board and Economic Crime Board.</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
2	<u>Recommendation</u> By 31 March 2020, the National Police Chiefs' Council Coordinator for Economic Crime and chief constables should ensure that forces have processes in place to accurately and efficiently report fraud outcomes to the National Fraud Intelligence Bureau.	AMBER	March 2020	Monthly meetings are in place to drive progress. Next steps have been identified: <ul style="list-style-type: none"> • Creation of a new database to record outcomes • Conduct a test audit with forces in the South West region • Testing options to record positive (non-judicial) outcomes.
3	<u>Recommendation</u> By 31 August 2019, the Economic Crime Strategic Board should extend its remit to include all forms of fraud against individuals and businesses, not just serious and organised fraud.	WHITE	August 2019	This action is for the Economic Crime Strategic Board
4	<u>Recommendation</u> By 30 September 2019, the Home Office should publish information concerning its agreement with City of London Police to act as the national lead force for fraud. The published information should include (as a minimum) descriptions of: <ul style="list-style-type: none"> • the aims and objectives of the agreement; • the funding arrangement; • accountability and governance processes; and • City of London Police's performance against the agreement. 	WHITE	September 2019	This action is for the Home Office, however the force is an active participant. The Home Office ran a workshop with COLP and COL in March 2019 and has prepared a draft set of aims and objectives. Accountability and governance processes have been implemented through the Fraud and Cyber (National Systems) Board. A new performance framework has been jointly developed and was presented at the systems board on 11 April 2019.

Recommendations & Areas for Improvement		Status	Due Date	Comment
5	<p><u>Recommendation</u></p> <p>The National Police Chiefs' Council (NPCC) Coordinator for Economic Crime, in consultation with the Home Office and the Director General of the National Economic Crime Centre, should develop a national policing strategy for fraud and, by 31 March 2020, secure its approval by the NPCC for adoption by all police forces. The strategy should:</p> <ul style="list-style-type: none"> • make clear the roles and responsibilities of police forces and regional organised crime units; • define the relationship between City of London Police as the national lead force, the National Crime Agency (in particular the National Economic Crime Centre) and other relevant bodies, seeking to ensure that their respective roles and responsibilities complement each other and avoid duplication; and • define how fraud intelligence will be developed, disseminated and put to effective use by police forces and the National Fraud Intelligence Bureau. <p>The implementation arrangements for the strategy should include clear communication and review processes.</p>	AMBER	March 2020	<p>In March 2019 COLP [as national lead] consulted 43 forces and 9 Regional Organised Crime Units. A revised strategy was circulated to policing and National Economic Crime Centre in mid-May 2019 and submitted for NPCC Crime Operations Coordination Committee approval in June 2019.</p>
6	<p><u>Recommendation</u></p> <p>With immediate effect, the National Police Chiefs' Council Coordinator for Economic Crime, working with the College of Policing, should take responsibility for identifying, evaluating and disseminating best practice advice on the police response to fraud.</p>	AMBER	March 2020	<p>The force has worked with the College of Policing to create an Economic Crime hub for fraud practitioners. This hub provides access to guidance [including best practise] and information on forthcoming events and new articles. It also provides a forum for members of the hub to debate current issues.</p> <p>A successful bid to the Police Transformation Fund has secured funding to provide all forces with complex crime training.</p>

	Recommendations & Areas for Improvement	Status	Due Date	Comment
				<p>Next steps have been identified:</p> <ul style="list-style-type: none"> • College of Policing to migrate existing knowledge resources to the new hub • An annual conference and engagement events are planned • There is an ongoing programme of work to identify and share best practise for the provision of victim care – a grading system is being considered that illustrates the confidence to which approaches work.
7	<p><u>Recommendation</u></p> <p>By 31 March 2020, the National Police Chiefs' Council Coordinator for Economic Crime should carry out an evaluation of two National Fraud Intelligence Bureau products: monthly victim lists and six-monthly force profiles. The evaluation should include:</p> <ul style="list-style-type: none"> • consulting with police forces to establish the uses to which these intelligence products are put; and • identifying any opportunities to improve the products' utility or reduce the burden on the National Fraud Intelligence Bureau in compiling them. 	AMBER	March 2020	<p>Force Profiles:</p> <p>Some consultation with forces has already been undertaken with more planned regarding the design of an interactive dashboard.</p> <p>The following changes are being implemented:</p> <ul style="list-style-type: none"> • 6 monthly force profile will become annual for fraud and cyber – these profiles with focus on the intelligence picture as opposed to the current statistical information. • An interactive dashboard for forces in development, this to be updated monthly. <p>Victim Lists:</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
				<p>Following feedback from and consultation with forces, the decision has been taken to increase the frequency of disseminating the Victim Lists to forces.</p> <p>From June 2019 forces will receive information of victims of fraud residing in their force area on a weekly basis. This move aligns the dissemination frequency of fraud victims with cyber victims. Vulnerability is highlighted on the victim list. Victims aged 17 and under will be disseminated to forces on receipt.</p> <p>Next steps: As new changes are made the force will seek feedback from relevant stakeholders to ensure expectations are met.</p>
8	<p><u>Recommendation</u> By 30 September 2019, the National Police Chiefs' Council Coordinator for Economic Crime should issue guidance to police forces on how to:</p> <ul style="list-style-type: none"> • accurately record and report on National Fraud Intelligence Bureau 'disseminations for enforcement' to ensure consistency and clarity for fraud-recording processes (the guidance should reassert the requirement in the Home Office Counting Rules for forces to provide the case number, the crime numbers, the suspect details and the outcome details for each such dissemination); • determine their response to National Fraud Intelligence Bureau disseminations for enforcement, ensuring consistency and clarity for victims of fraud; and 	AMBER	September 2019	<p>These recommendations will in part be met by the forces response to recommendation 6 above.</p> <p>In addition a planned capability survey will reveal all forces investigative policies.</p> <p>Next steps: A practitioners workshop is to be organised with invitations extended to all forces to determine best practise.</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
	<ul style="list-style-type: none"> ensure that, when a force decides not to investigate, or not to continue an investigation, the victim is provided with a clear written explanation of the rationale for that decision. 			
9	<u>Recommendation</u> By 30 September 2019, chief constables should publish their force's policy for responding to and investigating allegations of fraud (in relation to both calls for service and National Fraud Intelligence Bureau disseminations for enforcement).	AMBER	September 2019	
	<u>Recommendation</u> With immediate effect, the National Police Chiefs' Council Coordinator for Economic Crime, when issuing to police forces advice on fraud protection that is to be given to the public (including alerts and campaigns), should take responsibility for evaluating the effectiveness of how that advice is given to the public and the effectiveness of the advice.	AMBER	March 2020	Steps have been taken towards establishing a Police National Fraud PROTECT network similar to the Police National Cyber PROTECT network operating at a national, regional, and local level. An additional resource has been brigaded into the NFIB PROTECT Team and funding opportunities explored to develop this capability. The immediate ambition for the Fraud PROTECT strand will be to: <ul style="list-style-type: none"> Create a virtual network of Force Fraud PROTECT Officers Develop a mechanism to measure output and impact e.g. Engagement Impact Survey(s) Review and refresh the Fraud PROTECT Implementation Plan Review of national coordination of Fraud PROTECT and targeted PROTECT messaging through Action Fraud.
11	<u>Recommendation</u> By 30 September 2019, the National Police Chiefs' Council Coordinator for Economic Crime should issue guidance to police forces in relation to fraud-related calls for service as described in the Home Office Counting Rules. The advice should make clear to forces the circumstances in which they	AMBER	September 2019	Previous guidance for calls for service has been assessed as fit for purpose. The guidance has been recirculated and the following next steps identified.

Recommendations & Areas for Improvement		Status	Due Date	Comment
	are expected to intervene and the circumstances in which they may refer the case direct to Action Fraud. The advice should also make clear how: <ul style="list-style-type: none"> • responses to reports of fraud may adequately meet the needs of victims; • vulnerable victims should be identified and dealt with appropriately; and • reports of fraud should be efficiently referred to Action Fraud. 			<ul style="list-style-type: none"> • Incorporation of Single Online Home reporting into the project. • An audit of Calls for Service responses in the South West region. • An audit of force policy within all regions. <p>The results of audits to inform additional taskings.</p>
12	<u>Recommendation</u> By 30 September 2019, the National Police Chiefs' Council Coordinator for Economic Crime should redesign the National Fraud Intelligence Bureau dissemination for enforcement documentation to make it easier for recipients to interpret and use.	AMBER	September 2019	Consultation is planned, comments to be incorporated the redesign.
13	<u>Recommendation</u> With immediate effect, the Director General of the National Crime Agency, in consultation with the National Police Chiefs' Council Coordinator for Economic Crime, should ensure that the tasking powers of the National Crime Agency are used effectively in the case of serious and organised fraud.	WHITE		<p>This action is for the Director General of the National Crime Agency, however, the escalation process is now ready for circulation.</p> <p>CoLP continue to engage with National Crime Agency tasking to ensure Fraud is appropriately represented.</p>
14	<u>Recommendation</u> With immediate effect, the National Police Chiefs' Council Coordinator for Economic Crime should: <ul style="list-style-type: none"> • carry out (and subsequently evaluate) a campaign to raise the public awareness of the existence and role of Action Fraud; and • provide chief constables with a description of the role of Action Fraud for uploading to force websites. 	AMBER	March 2020	<p>An options appraisal for a campaign is being developed.</p> <p>A draft description of the role of Action Fraud will be issued to forces by the end of June 2019.</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
15	<u>Recommendation</u> With immediate effect, the National Police Chiefs' Council Coordinator for Economic Crime should take steps to remedy the absence of published performance indicators at Action Fraud. As soon as practicable, performance indicators should be set in relation to, for example, call handling waiting times and abandonment rates, online reporting and victim satisfaction levels. Thereafter, information on performance against those indicators should be published.	AMBER	August 2020	Draft performance indicators have been developed as part of the new Economic Crime Directorate performance framework presented at Economic Crime Board and the Fraud and Cyber National Systems Board (Home Office) in April. A change request will be submitted to the contractor for this change in reporting. These performance results will then be published.
	<u>Recommendation</u> By 30 September 2019, the National Police Chiefs' Council Coordinator for Economic Crime should provide guidance to Action Fraud and chief constables. This is to ensure that, promptly on reporting a fraud, victims are provided with explanations of: <ul style="list-style-type: none"> • the role of Action Fraud; • the process by which their fraud report will be considered for assessment or referral to the police (or other law enforcement agency) by the National Fraud Intelligence Bureau; • how to obtain an update on the progress of their case; • how, following referral from the National Fraud Intelligence Bureau, the decision on whether and how to investigate rests with the police (or other law enforcement agency); and • the options open to victims of fraud to seek civil redress as an alternative (in cases where criminal investigations are not carried out or do not lead to convictions). 	AMBER	September 2019	All forces websites have been reviewed and material and information that is sent to victims of Fraud is being reviewed and developed/improved. It is acknowledged that this is one of the areas that has most impact on the victim experience and on CoLP reputation as providers of the AF service.
17	<u>Area for Improvement</u> Chief constables should improve the way their force uses the National Fraud Intelligence Bureau monthly victim lists to identify and support vulnerable victims and others who require additional support.	AMBER	March 2020	Existing processes and arrangements will be reviewed, however, the HMICFRS report does recognise the force establishment of a Victim Contact hub.

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Recommendations & Areas for Improvement		Status	Due Date	Comment
18	<u>Area for Improvement</u> Chief constables should ensure their forces improve the identification and mapping of organised crime groups in which the principal criminality is fraud.	AMBER	March 2020	The force already identifies and maps organised crime groups, however the force is reviewing existing arrangements with a view to improvement. Identification and mapping are discussed at the force Serious and Organised Crime Board.
19	<u>Area for Improvement</u> Chief constables should ensure that fraudsters are included among those considered for serious organised crime 'prevent' tactics, including by local strategic partnership boards and through integrated offender management processes.	AMBER	March 2020	This is an area of activity which the force is already engaged in. A Lifetime Offender management unit has been established and is reviewing offenders suitable for ancillary order as part of prevent tactics.
20	<u>Area for Improvement</u> Chief constables should increase their force's use of ancillary orders against fraudsters.	AMBER	March 2020	
21	<u>Area for Improvement</u> Chief constables should ensure that their force complies with the Code of Practice for Victims of Crime when investigating fraud.	AMBER	March 2020	Existing arrangements and processes are to be reviewed, however the HMICFRS report recognised the CoLP has developed a victim contract strategy for use in complex cases and that some other force and regions have adopted it as good practise.

City of London Police – Joint inspection of police custody

A national joint report by HMI Prisons and HMICFRS
Published March 2018

This report makes 1 recommendation and 21 areas for improvement for the police, these are being progressed.

Recommendations & Areas for Improvement	Status	Due Date	Comment
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Recommendations & Areas for Improvement		Status	Due Date	Comment
1	<u>Recommendation</u> The force must take immediate action to ensure that all children and vulnerable adults have an appropriate adult present when taking fingerprints, photographs and DNA.	AMBER	November 2019 to align with the HMICFRS return visit	The Juvenile detainees SOP has been revised and published. Custody Officers and Dedicated Detection Officers have been instructed of the change in practise and this reinforced through custody refresher training. Action required: The fingerprint and non-intimate samples within a custody suite SOP although revised requires signoff and publication.
	<u>Area for Improvement</u> The force should ensure that there is sufficient oversight of how minimum staffing levels are maintained in the custody suite, and the level of overtime in use to achieve these.	AMBER	November 2019 to align with the HMICFRS return visit	A number of actions have been defined and are being progressed: <ul style="list-style-type: none"> I. Monitor and review availability of fully accredited staff. II. Custody overtime monitoring. III. Monitor and review accreditation shifts worked in month - IV. Trend reporting for Custody staffing to be produced. Resilience of custody staffing to be fed into the force Transform programme.
3	<u>Area for Improvement</u> The force should address the unsatisfactory conditions that some detainees experience in the suite, especially those detained for long periods, and ensure that the facilities and arrangements for detainees with disabilities and those with limited mobility are suitable.	AMBER	November 2019 to align with the HMICFRS return visit	Cost of adaptations is being progressed and operations mitigations sought [disability, exercise yard and washing facilities]. Van docking arrangements are being examined. Associated requirements are being captured for the new custody facilities within the new Police Estate
4	<u>Area for Improvement</u>	AMBER	November 2019 to align with	A qualitative dip sample to be developed to measure compliance with policies and procedures results to be feedback into refresher training and Custody Management Group.

Recommendations & Areas for Improvement		Status	Due Date	Comment
	The force should ensure that all staff follow the College of Policing Authorised Professional Practice and its own policies and procedures to achieve consistent outcomes for detainees.		the HMICFRS return visit	
5	<u>Area for Improvement</u> The force should manage the health care contract effectively, with escalation to a senior level when the service falls below the standard required.	AMBER	November 2019 to align with the HMICFRS return visit	Performance data to be defined, collected and analysed. A risk register for custody to be complied.
6	<u>Area for Improvement</u> The force should improve its approach to performance management by collecting comprehensive information, and analysing this to show how well the service is performing and identify where improvements are needed.	AMBER	November 2019 to align with the HMICFRS return visit	A performance dashboard is to be produced for presentation to Custody Management Group. Dip sampling and the establishment of Key Performance Indicators to be utilised as management tools in determining performance.
7	<u>Area for Improvement</u> Custody records should be completed to a consistently high standard. The recording of information on detention logs should be sufficiently detailed and include all relevant information. Quality assurance processes should ensure that the custody records meet the required standards.	AMBER	November 2019 to align with the HMICFRS return visit	Next steps have been identified: <ul style="list-style-type: none"> • Complete dip sampling to identify issues. • Produce a series of 'show me good' documents for inclusion on the force good practise database.
8	<u>Area for Improvement</u> The force should analyse data relating to diversity, to ensure that outcomes for all detainees are fair and demonstrate that custody services are meeting the public sector equality duty.	AMBER	November 2019 to align with the HMICFRS return visit	Next steps have been identified: Benchmark to determine how other forces approach and review. Develop a qualitative dip sample.

Recommendations & Areas for Improvement		Status	Due Date	Comment
9	<u>Area for Improvement</u> Staff should routinely consider, and take any appropriate actions to preserve, detainees' privacy at the booking-in desk.	AMBER	November 2019 to align with the HMICFRS return visit	A mitigation has been identified [laptops utilised in a private side room]. This to be communicated to officers and included within Continual Professional Development safeguarding and welfare responsibilities.
	<u>Area for Improvement</u> The approach to managing some elements of risk should be improved. In particular: <ul style="list-style-type: none"> Detainees who are intoxicated should be placed on observation levels that include rousals. Detainees' clothing and footwear should only be removed based on an individual risk assessment. All custody staff should be involved collectively in shift handovers. 	AMBER	November 2019 to align with the HMICFRS return visit	<u>Detainees who are intoxicated</u> Continual Professional Development sessions to be conducted [within safeguarding], Custody refresher training for 2019 to be reviewed and revised. Qualitative dip sampling to include the assessment of risk records [observation / rousal records]. <u>Detainees' clothing and footwear</u> Custody Manager to review current practise and identify necessary changes. <u>Collective in shift handovers</u> Custody Manger to review shift patterns and timings to assess opportunities for handover involving all Custody staff other partners on site).
11	<u>Area for Improvement</u> The force must consistently meet the requirements of PACE code C for the detention, treatment and questioning of suspects. In particular by:	AMBER	November 2019 to align with the	The following next steps have been identified: <u>Rights and entitlement notice</u>

Recommendations & Areas for Improvement		Status	Due Date	Comment
	<ul style="list-style-type: none"> consistently issuing an up-to-date rights and entitlement notice to all detainees, translated into the detainee's own language when required (paragraph 3.2 of PACE code C) clearly explaining to detainees who are held 'incommunicado' the reasons for this, and ensuring that it is lifted promptly when the reasons for invoking it have expired (annex B of PACE code C) ensuring that all custody sergeants and staff provide translated documents to non-English-speaking detainees about their detention in their own language (PACE code C Annex M documents). 		HMICFRS return visit	<p>Out of date notices to be withdrawn and replaced with latest versions.</p> <p>Custody staff to be reminded of requirement to provide Rights & Entitlement notice to all detainees.</p> <p>Include within refresher training and confirm practise by dip sample.</p> <p><u>Explain to detainees who are held 'incommunicado' the reasons for this.</u></p> <p>Custody staff to be reminded of requirements and this message reinforced in refresher training.</p>
12	<p><u>Area for Improvement</u></p> <p>The force should strengthen its approach to conducting PACE reviews of detention by:</p> <ul style="list-style-type: none"> ensuring that it meets the requirements of section 107 of PACE, so that all acting inspectors are appropriately authorised to perform the role and that this is clearly recorded on the custody record conducting rigorous reviews for detainees held in the custody suite on behalf of others forces, so that investigations are carried out promptly and that these detainees spend no longer than necessary in custody providing accurate and detailed entries on the custody detention log, reflecting the content of the review carried out and ensuring that all detainees are told the outcome of any review conducted while they were 	AMBER	November 2019 to align with the HMICFRS return visit	<p><u>Requirements of section 107 of PACE – authorisation of acting / temporary inspectors</u></p> <p>The following activity and tasks are identified below:</p> <p>Human Resources to review Acting and Temporary Duties SOP (Promotion (Temporary and Acting) to ensure it complies with Section 107 of PACE for Duty (PACE) Inspector responsibilities with authority being given in advance of duty and not retrospectively.</p> <p>Dip samples to confirm compliance.</p> <p><u>Reviews for detainees held in the custody suite on behalf of others forces</u></p> <p>Custody to consult with Learning & Development regarding training need requirement / input for PACE reviewing role.</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
	sleeping, as required by paragraph 15.7 of PACE code C.			Accurate and detailed entries on the custody detention log To be included within refresher training and confirm by dip sample.
13	<u>Area for Improvement</u> Staff should conduct and record standardised daily cell checks		November 2019 to align with the HMICFRS return visit	A template check list for routine daily cell and suite inspections for use by Custody staff is in development.
14	<u>Area for Improvement</u> The force should ensure that all custody staff take part in an annual fire drill		November 2019 to align with the HMICFRS return visit	The Custody Manager is planning sufficient Custody fire exercises per year to ensure all officers have participated in at least 1 exercise per rolling year. Custody Manager to instigate a process for recording details of specific officers involved in any fire drill, live incident, or other business continuity exercise which occurs involving Custody (by individual name not just Group).
15	<u>Area for Improvement</u> The governance of the use of force in custody should be improved and provide assurance that when force is used it is safe and proportionate to the risk posed. In particular: <ul style="list-style-type: none"> The force should collate accurate data concerning the use of force and ensure that all incidents are adequately recorded on custody records. All staff involved in incidents in which force is used should complete individual use of force forms. 	AMBER	November 2019 to align with the HMICFRS return visit	A reconciliation process to be established; Pronto use of force records to Custody entries. Dip sampling to include reference to Use of force forms, custody entries and CCTV & body worn video recordings. Develop monitoring for presentation to Custody Management Group [Dashboard]. Review Body Worn Video SOP and provide explicit references as to when it must be turn on [inside/outside custody].

Recommendations & Areas for Improvement		Status	Due Date	Comment
	<ul style="list-style-type: none"> Incidents involving the use of force should be quality assured, including cross-referencing with closed-circuit television. 			
16	<u>Area for Improvement</u> Detainee care should be improved. In particular, detainees should: be able to access fresh air and exercise in a suitable facility; be routinely provided with toilet paper; and be provided with replacement footwear when theirs is removed.	AMBER	November 2019 to align with the HMICFRS return visit	Previous plans for an exercise yard [not approved owing to the original plans to move from Bishopsgate] to be revised given the current timelines for a new custody build. Current practise re: toilet paper issue and footwear issue to be reviewed.
17	<u>Area for Improvement</u> The force should ensure that it consistently identifies when an appropriate adult is needed for a vulnerable adult, and that one is subsequently secured without undue delay.	AMBER	November 2019 to align with the HMICFRS return visit	Existing contractual arrangements [provided via CoL children services] to be reviewed.
18	<u>Area for Improvement</u> Joint performance monitoring meetings should routinely analyse evidence about all aspects of staffing (vacancies, contingencies, training and supervision) and focus performance data to obtain assurance about detainee outcomes rather than simply considering health care practitioner activity.	AMBER	November 2019 to align with the HMICFRS return visit	Draft and agree a set agenda for future meetings [to be scheduled].
19	<u>Area for Improvement</u> The provision of the planned embedded seven-day pilot scheme should be introduced as soon as practically possible.	AMBER	November 2019 to align with the HMICFRS return visit	Expansion of liaison and diversion team to be progressed with the East London Foundation Trust.

Recommendations & Areas for Improvement		Status	Due Date	Comment
20	<u>Area for Improvement</u> The recording of release arrangements, to ensure that detainees are released safely, should be more detailed.	AMBER	November 2019 to align with the HMICFRS return visit	This to be included within Continuing Professional Development / refresher training. Dip sampling to confirm leaflets supplied / petty cash offered [fares].
21	<u>Area for Improvement</u> Unnecessary documentation should not be added to person escort records, and any medical examination notes that need to accompany the detainee should be placed in a sealed envelope marked 'confidential'.	AMBER	November 2019 to align with the HMICFRS return visit	Dip sampling to confirm compliance.
22	<u>Area for Improvement</u> Detainees should be moved to escort vehicles in a way which protects their dignity and privacy.	AMBER	November 2019 to align with the HMICFRS return visit	Existing arrangements to be reviewed.

Policing and Mental Health - Picking Up the Pieces

A national joint report by HMICFRS

Published November 2018

This report makes 3 recommendations for the police, these are to be progressed.

Recommendations & Areas for Improvement		Status	Due Date	Comment
Page 130	<p><u>Recommendation</u></p> <p>By December 2019, forces should develop a better understanding of their mental health data, and the nature and scale of their demand. All forces should carry out a 24-hour snapshot exercise, using the new national definition of mental ill-health in Recommendation 1. This would help them see where their mental health demand is concentrated and identify any gaps in their data. The NPCC mental health lead should set out how the data was collected during the Welsh forces' snapshot exercise.</p> <p>This exercise will help forces understand the strain on the service by assessing the combination of demand and workload. This will then help forces when establishing and reporting mental health demand in their force management statements (FMSs).</p>	WHITE	December 2019	<p>Progress is dependent on an action assigned to the NPCC lead and College of Policing by HMICFRS; this is currently pending.</p> <p>The force lead on Vulnerability has been sighted on this action and maintains a watching brief.</p>
	<p><u>Recommendation</u></p> <p>By August 2019, all forces should review their existing partnership mental health triage services to assess their effectiveness, and the environment they are operating in. This will help them make decisions about sustainable future services with partners to make sure mental health care needs are being met.</p>			

Recommendations & Areas for Improvement		Status	Due Date	Comment
	<p>If forces find any deficiencies in their triage services, they should take steps to address them as soon as reasonably practicable.</p> <p>The College of Policing has agreed to devise some practice guidelines to help forces benchmark their triage activity. We will inspect on progress in this area as part of our integrated PEEL assessments inspection framework.</p>			
	<p><u>Recommendation</u></p> <p>By August 2019, all forces should review their mental health training programmes, using the College of Policing learning standards, to establish whether they are giving their officers the right tools to understand and respond to people with mental health problems.</p> <p>If forces find any deficiencies in their training programmes, they should take steps to address them as soon as reasonably practicable.</p> <p>Where forces invite outside organisations to train staff, they must make sure its content and quality are checked against College of Policing APP.</p>	AMBER	August 2019	<p>Mental health training is delivered within the vulnerability training package which was designed by the College of Policing.</p> <p>Learning and Development are undertaking a review of this training and a request for input was taken to the Vulnerability Working Group February 2019.</p> <p>Findings from the review will initially reported to Vulnerability Working Group before submission to Training Improvement Board.</p>

Joint Inspection of the Handling of Cases Involving Disability Hate Crime

A national joint report by HMICFRS and HMCPSi
Published October 2018

This report makes 4 recommendations for the police now complete.

Recommendations & Areas for Improvement		Status	Due Date	Comment
Page 132	Chief constables should ensure that the system used to transfer information to the CPS regarding the request for charging advice clearly identifies cases where, in accordance with the definition, the police consider a case to be a hate crime.	NEW GREEN	No deadlines have been set within the published report. Set for March 2019	High risk, high harm, hate crime cases are managed by the Public Protection Unit; such cases are rare and well managed through the CPS process. The force utilises a national form [MG3] to record this type of case; the form includes the option of 'hate crime'. The role gatekeeper has been reinstated to review files before forwarding to Administration of Justice, this includes MG forms.

Understanding the difference: the initial police response to hate crime

A national report by HMICFRS
Published July 2018

This report makes 15 recommendations. 8 are for the force and 5 of these are complete, 2 are in progress and 1 is held at WHITE pending the outcome of a review by the NPCC lead and College of Policing.

Recommendations & Areas for Improvement		Status	Due Date	Comment
Page 133 6	<u>Cause of concern</u> We found that forces don't consistently use the Home Office cyber-enabled flag. This means forces and the government may not have good enough information to understand how much different groups are targeted online, which means they can't make sure effective decisions are made about how to respond.	AMBER	October 2018	The Head of Public Protection has produced new role and responsibilities [Crime Screening, Allocation and Finalisation Force Policy & Standard Operating Procedure] ahead of the implementation of the new Force Resolution Centre to ensure appropriate processes are embedded; this includes flagging.
	<u>Recommendation</u> We recommend that, within three months, chief constables make sure that the Home Office cyber-enabled flag is consistently applied, and that forces have adequate systems in place to make sure that this is done.		Extended February 2019	The force resolution centre went live 1 st April 2019 and the deadline for this action has been extended to July 2019 by the Force to check and ensure that compliance with the guidance is bedded in.
8	<u>Recommendation</u> Our inspection shows that some hate crime victims get a better service than others. This is because forces apply the	WHITE	Now July 2019	The Performance Information Unit have confirmed that this flag is used to extract data from forces systems [Niche] and used within returns to the Home Office.
			January 2019	This action is for the NPCC lead for hate crime and College of Policing.

Recommendations & Areas for Improvement		Status	Due Date	Comment
	<p>national minimum standard of response to victims of hate crime inconsistently.</p> <ul style="list-style-type: none"> • We recommend that, within six months, the NPCC lead for hate crime works with the College of Policing to review the operational guidance about the minimum standard of response to establish if it is still appropriate and relevant for forces • We recommend that, following the review, any agreed minimum standard of response for forces should be monitored by force governance processes, including external scrutiny. 			<p>The force complies with current guidance issued by the College of police Hate crime operation guidance 2014.</p> <p>The College of Policing will be replacing their guidance with a Hate Crime APP, but no delivery timelines have been published.</p> <p>The Head of Public Protection maintains a watching brief.</p>
	<p><u>Recommendation</u></p> <p>In our view, forces don't gather and use intelligence about hate crime consistently enough. This means forces don't have enough information to understand fully how different groups are victimised and make sure that officers make effective decisions about how to respond.</p> <ul style="list-style-type: none"> • We recommend that chief constables make sure officers know it is important to find and record more intelligence about hate crime and use it to inform the police response. 	NEW GREEN	<p>No date set by HMICFRS</p> <p>Deadline of April 2019 set</p>	<p>A draft problem profile has been produced – the importance of intelligence submissions is being included within vulnerability related training plans in addition to regular requests for intel in FIB daily briefings</p>

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 March 2019 deadline set Now July 2019	The force has conducted an audit which has established a baseline of the number of youth conditional cautions and shortcoming arising from their issue. Numbers are low: 8 youth cautions and 3 youth conditional cautions in the year 2017/2018. There is currently insufficient guidance available to officers as to the force process and individual roles and responsibilities. A meeting took place 25 th March 2019 [DCI Crime and A/CI Communities] to start to define these – a new deadline has been set of July 2019 been accepted at the force Performance Management Group. The DCI Crime is currently producing a SOP.
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		
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		

Recommendations & Areas for Improvement		Status	Due Date	Comment
11	Chief constables should make sure that they have clear and consistently applied policies for the gathering of fingerprints and other biometric information in youth caution and conditional caution cases.	AMBER	No deadline specified within the report August 2019 deadline set	The Custody Juvenile Detainees SOP has been reviewed, amended and published [November 2018]. The Custody – Fingerprints and non-intimate samples within a Custody Suite SOP remains to be reviewed – due August 2019.

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 applies to the force; 3 are complete, 1 is held at WHITE pending input from the College of Policing

Recommendations & Areas for Improvement		Status	Due Date	Comment
3	Recommendation 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.	WHITE	September 2018 And January 2019	Details of the peer review approach have not been released by the College of Policing at this time.

PEEL: Police Legitimacy 2017 – National

A national report by HMICFRS

Published 12th December 2017

There are 2 recommendations which apply to the force; 1 is complete and 1 in progress.

Recommendations & Areas for Improvement		Status	Due Date	Comment
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	<p>Force Set deadline of December 2018</p> <p>Now set for March 2019</p>	<p>The force has mandated training for all Police teams which undertake stop and search as part of their normal deployment, these teams have been identified and trained except for a small number [single figures] who have been allocated a training date.</p> <p>The force will now continue to train all other officers.</p>

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

A joint national report by HMCPSi and HMIC

Published July 2017

There are 22 recommendations; 4 of which apply to force, 2 are complete, 1 is in progress and 1 is closed.

Recommendations & Areas for Improvement		Status	Due Date	Comment
Page 10 Page 138	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.	NEW RED	No deadline set by HMICFRS A deadline of April 2019 has been set New deadline set July 2019	This is being picked up by the new Head of PPU and a new deadline set as the previous incumbent has gone on maternity leave. Enquiries are being made with the business areas to find out the number of offenders in the City as they may not actually reside in the City. Once this is confirmed the Head of Public Protection will approach criminal justice partners as to what programmes they access for convicted offenders and if these are relevant and appropriate to CoLP.

Committee(s): Police Performance and Resources Committee	Date(s): 21 st June 2019
Subject: Performance against measures end of year 2018-19 for the Policing Plan 2018-20	Public
Report of: Commissioner of Police Pol 44-19	For Information
Report author: Paul Adams, Head of Governance & Risk	

Summary

This report summarises performance against the measures in the Policing Plan 2018-19 for the period 1st April 2018 to 31st March 2019 and the Quarter 4- 1st January 2019-31st March 2019.

MEASURE	CURRENT ASSESSMENT	3 rd QUARTER 2018/19 ASSESSMENT	2 nd QUARTER 2018/19 ASSESSMENT	1 st QUARTER 2018/19 ASSESSMENT	TREND
Measure 1: The number of crimes committed in the City	REQUIRES ACTION	REQUIRES ACTION	CLOSE MONITORING	CLOSE MONITORING	➔
Measure 2: The capability and impact the Force is having against countering Terrorist Activity.	SATISFACTORY	SATISFACTORY	SATISFACTORY	SATISFACTORY	➔
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	SATISFACTORY	CLOSE MONITORING	➔
Measure 6: The capability and impact the Force is having against countering Violent Crime.	REQUIRES ACTION	REQUIRES ACTION	CLOSE MONITORING	CLOSE MONITORING	➔
Measure 7: The capability and impact the Force is having in policing City Roads.	SATISFACTORY	SATISFACTORY	SATISFACTORY	CLOSE MONITORING	➔
Measure 8: The capability and impact the Force is having providing Protective Security to the City and responding to Public Order.	SATISFACTORY	SATISFACTORY	SATISFACTORY	CLOSE MONITORING	➔

Measure 9: The capability and impact the Force is having against countering Acquisitive Crime.	REQUIRES ACTION	REQUIRES ACTION	CLOSE MONITORING	CLOSE MONITORING	➡
Measure 10: The level of satisfaction of victims of crime with the service provided by the city of London police.	DATA NOT AVAILABLE	DATA NOT AVAILABLE	DATA NOT AVAILABLE	REQUIRES ACTION	N/A
Measure 11: The percentage of people surveyed who believe the police in the City of London are doing a good or excellent job.	SATISFACTORY	SATISFACTORY	REPORTED ANNUALLY	REPORTED ANNUALLY	➡

Recommendation

Members are asked to: Note the report.

Main Report

Background

1. This report presents Force performance against the measures published in your Committee's Policing Plan 2018-20, reporting for the performance to the end of year, details concentrate on the months of January – March 2019. All relevant performance information is contained within Appendix 'A'.
2. For the Force Performance Management Group (PMG), measures are graded around whether performance is 'satisfactory', requires 'close monitoring' or 'requires action'. As requested at the Performance Sub-Committee meeting in May 2017 the report to your 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.

Current Position

Overview of Force Performance

3. A comparison with the same period in 2017-18 shows that:
 - The level of overall crime reported in the City has experienced a 23% rise for the year based on the level of crime recorded in 2017/18. These increases have been influenced by some high volume categories such as public disorder, violence without injury and theft from a person. There have been 7217 crimes recorded within 2018/19 compared to 5861 for 2017/18. The corresponding sanction detection percentage for all crimes is 16% and for Positive Outcomes is 18%.

- Violence with injury has seen a 21% increase from 384 in 2017/18 to 464, 2018/19. The most common classification was Assault occasioning actual bodily harm with 385 crimes being recorded within this category. Of the total crimes recorded 17 were for the offence of assault occasioning actual bodily harm on a Constable.
 - Violence without injury has also seen an increase from 400 crimes last year to 582 crimes within this financial year, equating to a 46% increase. This has been associated with incidents around licensed premises resulting in Uniform Policing conducting high visibility patrols. The most common crime category was Common Assault with 522 offences recorded.
4. The peak times for violent crime occurring within the City has been identified as Thursday and Friday Night/early hours of the morning and this has highlighted a link to the Night Time Economy.
 5. Vulnerability remains a Force priority and is monitored through the Force Vulnerability Dashboard. The Force continues to monitor and address the number of individuals coming to the City to attempt suicide, the figures for this are provided within Measure 5 of Appendix A which provides a complete breakdown of the Force vulnerability dashboard.
 6. In December 2018 specific Briefings were set up for Senior Management Teams at which the Assistant Commissioner (AC) gave clear direction for a robust and continuous crime reduction effort. In January and February 2019 this continued with leadership by the AC, and was reinforced to officers and members of staff in roles which have an impact on crime reduction. This included implementing tactics, operations and a patrol strategy focused on the reduction of crime, such as directing that all officers, even those who are office based, to wear uniform when they are out in the City. This had the impact of much higher visibility than usual. Further analysis will be undertaken over the coming months to ascertain the reasons for crime reduction in some areas over this period, and if this was as a direct result of Force tactics.

Performance against measures

7. There are 11 measures reflected within the Force Plan for 2018/19 reviewing overall crime, the Force Control Strategy priorities, victim satisfaction and public survey around the perception of police within the City. Those not reported as satisfactory are detailed below with the main report containing additional analysis and information on how the Force is progressing in each area and is working to combat the rise in crime within the City:
8. **Measure 1** – Overall Crime remains flagged as Requires Action for the end of year assessment reflecting the in-year rise of 23% overall. This represents a rise in 1356 crimes for the year compared to 2017/18.
9. The three areas with the greatest rise in volume are as follows:
 - All other Theft Offences: rise of 359 offences.

- Shoplifting: rise of 219 offences.
 - Violence without injury: rise of 182 offences.
10. **Measure 5** – This measure is recorded as Close Monitoring to reflect the rise in Rape and Other Sexual offences within year (7% and 12% rise respectively). The Force has been graded “Good” for addressing vulnerability as part of the 2018/19 PEEL inspection process and there are no concerns with the capability of the Force to meet demand in this area and provide appropriate care and support to vulnerable victims and members of society. Additionally, the areas of Domestic Abuse and Hate Crime which saw late increases are being addressed; Public Protection Unit officers are attending DA courts and DA focus groups, aimed at improving victim service and prosecution rates in domestic cases and in relation to Hate Crime, a draft problem profile has been produced – the importance of intelligence submissions is being included within vulnerability related training plans in addition to regular requests for intel in FIB daily briefings.
11. **Measure 6** – Violent Crime is marked as Requires Action to take into account the current annual rise in this crime type within Force. For the year to date there is an increase of 262 crimes year on year, this represents an increase of 25%. The largest rise by volume is with violence without injury which has seen an increase of 182 crimes for the year. However the Force saw a reduction in two crime types within this area, Homicide -1 (equating to a 50% reduction) and Stalking and harassment -6 (equating to a 4% reduction). To address this, the Patrol Strategy locations have been refreshed using updated methodology and it is anticipated this will enhance policing against violent crime. The Patrol Strategy is still high visibility deterrence to criminals with an early intervention strategy. However, a likely consequence of this strategy will be the increase in overall crime reporting as officers are more visible and are at locations where criminality is likely to take place. The first months of 2019/20 may show this trend. The Force is working in partnership with the MPS VCTF (Violent Crime Taskforce) for joint operations in both the City, Metropolitan Police area and transport hubs. The night time economy is an area of high demand for the Force and a time where most violence is encountered. The SOS Bus from Essex has been used which reduces officer time spent with injured and drunken people, freeing up time for officers to patrol and confront violence.
12. **Measure 9** – Acquisitive Crime is assessed as Requires Action to reflect the in-year rise of crime of 820 offences when compared to 2017/18. This represents a 22% increase in acquisitive crime. Robbery of personal and robbery from businesses all saw increases of over 40% compared to the same period last year. This will be explored in more detail in the Robbery Problem Profile that is being completed. Theft from motor vehicle, also saw a rise of over 40%. Over the past 12 months 8 prolific nominals have been identified as key offenders. Proactive targeting of these nominals is part of the Force’s crime reduction strategy to tackle these thefts; most recently leading to identification and arrest of a suspect in February 2019. The Force’s Patrol Strategy is evolving the use of tactics, gathering improved intelligence and looking for vulnerabilities in evidence based hot-spot areas. Ongoing work around securing hotspot

locations is being undertaken with particular emphasis around the Aldersgate Street NCP car park where a number of additional security measures have been put into place and seem to have had an impact on reducing crimes in this area.

13. The biggest increase in volume was seen in All Other Theft Offences which saw an overall rise of 359 offences (24%). There are likely to be some changes in this category as the Force Crime Registrar has recently reclassified some theft from the person to 'all other theft' so figures could be variable over the next couple of months. Some of these include crime types such as theft by finding, theft from a vehicle - other than a motor vehicle, making off without payment – bilking. Nationally, the overall increase in theft being seen has not been driven by one type of theft, but non-significant increases across many subcategories.
14. There was a reduction in two crime areas, Burglary – Residential -1 (equating to a 7% reduction) and Theft of Motor Vehicle -19 (equating to a 26% reduction).
15. **Measure 10** – GDPR issues around progressing the survey have now been resolved. The Force has made good progress with processing the Victims of Crime Satisfaction data; and the third party supplier has the most recent Force data for sampling interviews to be undertaken. Domestic Abuse work has been prioritised and progress is good, and whilst work continues the Force is recovering to its original satisfaction reporting schedule. Once the Q1 report is made available it will be published widely for internal and external audiences to ensure transparency and improve levels of public accountability and legitimacy. The Force expects to have the first report by end of Q2 which is in line with the existing reporting schedule.
16. **ASB:** Due to a data integrity issue that was highlighted at the Force Crime Standards Board no figures for ASB have been produced since February 2019. The Force Performance Information Unit are working to resolve the issue along with the Chief Inspector I&I. The issue is around officers using the relevant qualifier when recording ASB on Niche, the force's crime and intelligence recording system. Currently the recording practices used do not give confidence in the figures being extracted from the system and work is being undertaken to improve ASB recording practices so that a retrospective report can be completed as soon as possible to inform on this area. This work is all being overseen by the Crime Standards Board.

Corporate & Strategic Implications

17. The Force Policing Plan Measures are linked to the Corporate Plan ambition around making the City of London the safest city area in the world. Measuring how we combat and tackle crime within the City allows the Force to track progress against this ambition.

Conclusion

18. The measures reported within this report form part of the 2019/20 Policing Plan which is the last iteration of the current planning cycle. The next report received by members will therefore be able to directly compare performance against the

measures reported within Appendix A of this report and this will cover the first quarter performance for 2019/20.

Appendices

- Appendix A – End of Year and 4th Quarter Report Against Policing Plan

Paul Adams

Head of Governance & Risk

T: 020 7601 2593

E: paul.adams@cityoflondon.pnn.police.uk

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Appendix A

Measure 1	City Crime Overview	Assessment	REQUIRES ACTION
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 reflects the in-year continued rise in crime types within the City, reflected as a 21% rise for the year to date.		

Crime Category	Month on Month					Financial Year To Date					Rolling 12 Months				
	Current Month	Previous Month	Frequency Change	% Change	Direction	FYTD 17/18	FYTD 18/19	Frequency Change	% Change	Direction	Previous Rolling 12 months	Current Rolling 12 months	Frequency Change	% Change	Direction
All Other Theft Offences	259	178	81	46%	↑	1498	1857	359	24%	↑	1498	1857	359	24%	↑
Arson	0	0	0	0%	○	4	0	-4	-100%	↓	4	0	-4	-100%	↓
Bicycle Theft	30	28	2	7%	↑	368	476	108	29%	↑	368	476	108	29%	↑
Burglary - Business/Community	28	24	4	17%	↑	272	301	29	11%	↑	272	301	29	11%	↑
Burglary - Residential	0	3	-3	-100%	↓	14	13	-1	-7%	↓	14	13	-1	-7%	↓
Burglary All	28	27	1	4%	↑	286	314	28	10%	↑	286	314	28	10%	↑
Criminal Damage	23	22	1	5%	↑	251	220	-31	-12%	↓	251	220	-31	-12%	↓
Death Or Serious Injury Unlawful Driving	0	0	0	0%	○	1	0	-1	-100%	↓	1	0	-1	-100%	↓
Drug Possession	31	46	-15	-33%	↓	257	386	129	50%	↑	257	386	129	50%	↑
Drug Trafficking	10	7	3	43%	↑	76	101	25	33%	↑	76	101	25	33%	↑
Homicide	0	0	0	0%	○	2	1	-1	-50%	↓	2	1	-1	-50%	↓
Miscellaneous Crimes Against Society	12	2	10	500%	↑	136	129	-7	-5%	↓	136	129	-7	-5%	↓
Other Sexual Offences	9	6	3	50%	↑	72	77	5	7%	↑	72	77	5	7%	↑
Possession Of Weapons Offences	5	1	4	400%	↑	58	69	11	19%	↑	58	69	11	19%	↑
Public Disorder	37	40	-3	-8%	↓	277	428	151	55%	↑	277	428	151	55%	↑
Rape	1	2	-1	-50%	↓	25	28	3	12%	↑	25	28	3	12%	↑
Rape & Other Sexual Offences	10	8	2	25%	↑	97	105	8	8%	↑	97	105	8	8%	↑
Robbery Of Business Property	2	1	1	100%	↑	7	12	5	71%	↑	7	12	5	71%	↑
Robbery Of Personal Property	12	9	3	33%	↑	65	95	30	46%	↑	65	95	30	46%	↑
Shoplifting	102	74	28	38%	↑	736	955	219	30%	↑	736	955	219	30%	↑
Stalking And Harassment	16	3	13	433%	↑	155	149	-6	-4%	↓	155	149	-6	-4%	↓
Theft From Motor Vehicle	7	6	1	17%	↑	114	166	52	46%	↑	114	166	52	46%	↑
Theft From The Person	49	57	-8	-14%	↓	602	640	38	6%	↑	602	640	38	6%	↑
Theft Of Motor Vehicle	3	1	2	200%	↑	73	54	-19	-26%	↓	73	54	-19	-26%	↓
Vehicle Interference	0	1	-1	-100%	↓	14	14	0	0%	○	14	14	0	0%	○
Violence With Injury	29	37	-8	-22%	↓	384	464	80	21%	↑	384	464	80	21%	↑
Violence Without Injury	81	51	30	59%	↑	400	582	182	46%	↑	400	582	182	46%	↑
All Crime	746	599	147	25%	↑	5861	7217	1356	23%	↑	5861	7217	1356	23%	↑

*Direction symbols: ↑ increase ↓ decrease ○ no change

*Direction colours: Green – more than 10% decrease Red – more than 10% increase Orange – less than 10% increase or decrease

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ANALYSIS

Detections Financial Year to Date

Crime Category	Sanctioned Detections FYTD		Positive Outcomes FYTD	
	Count	Rate	Count	Rate
All Other Theft Offences	49	3%	57	3%
Arson	1	-	1	-
Bicycle Theft	17	4%	18	4%
Burglary - Business/Community	44	15%	44	15%
Burglary - Residential	0	0%	0	0%
<i>Burglary All</i>	<i>44</i>	<i>14%</i>	<i>44</i>	<i>14%</i>
Criminal Damage	22	10%	37	17%
Death Or Serious Injury Unlawful Driving	0	-	0	-
Drug Possession	320	83%	324	84%
Drug Trafficking	59	58%	59	58%
Homicide	0	0%	0	0%
Miscellaneous Crimes Against Society	72	56%	73	57%
Other Sexual Offences	10	13%	10	13%
Possession Of Weapons Offences	31	45%	32	46%
Public Disorder	74	17%	81	19%
Rape	0	0%	0	0%
<i>Rape & Other Sexual Offences</i>	<i>10</i>	<i>10%</i>	<i>10</i>	<i>10%</i>
Robbery Of Business Property	2	17%	2	17%
Robbery Of Personal Property	6	6%	6	6%
Shoplifting	273	29%	330	35%
Stalking And Harassment	22	15%	31	21%
Theft From Motor Vehicle	2	1%	2	1%
Theft From The Person	5	1%	5	1%
Theft Of Motor Vehicle	2	4%	2	4%
Vehicle Interference	0	0%	0	0%
Violence With Injury	97	21%	105	23%
Violence Without Injury	76	13%	104	18%
All Crime	1184	16%	1323	18%

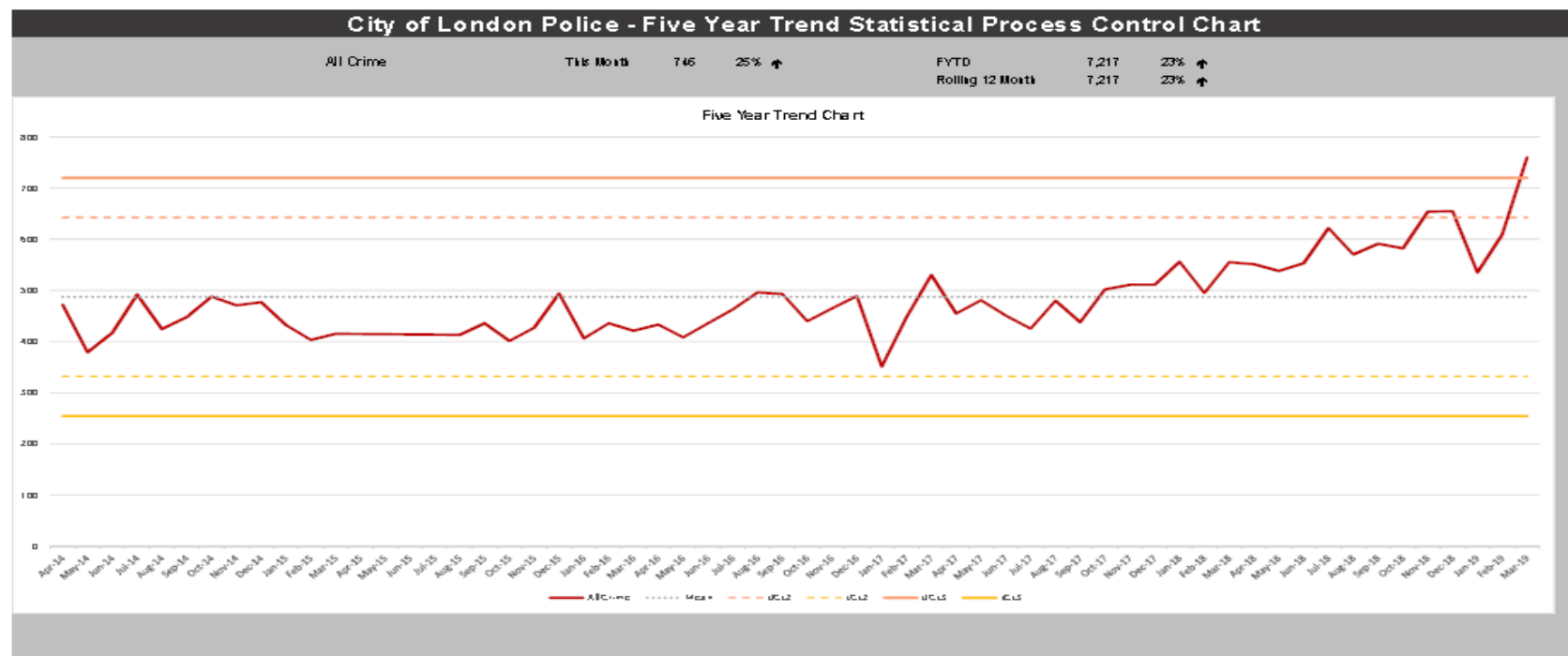


Chart Information

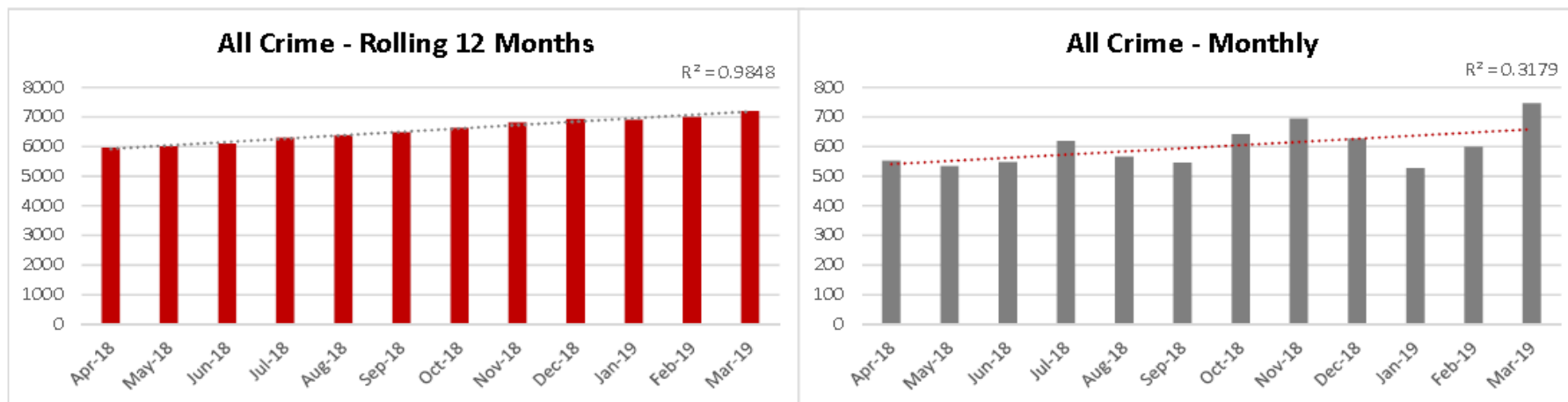
The chart on this sheet shows crime volumes from April 2014 to the present month, these are shown by the dark red line. The dotted grey line shows the average amount of crimes per month across the period on the graph and the orange and yellow lines show the upper and lower control limits. Control limits show points at which the data begins to be considered outside of the norm and "out of control". The dotted lines in orange and red show the control limits within two standard deviations of the mean, the solid lines show those within three standard deviations of the mean.

There are a number of patterns that can be seen on statistical process control (SPC) charts that indicate trends in the data;

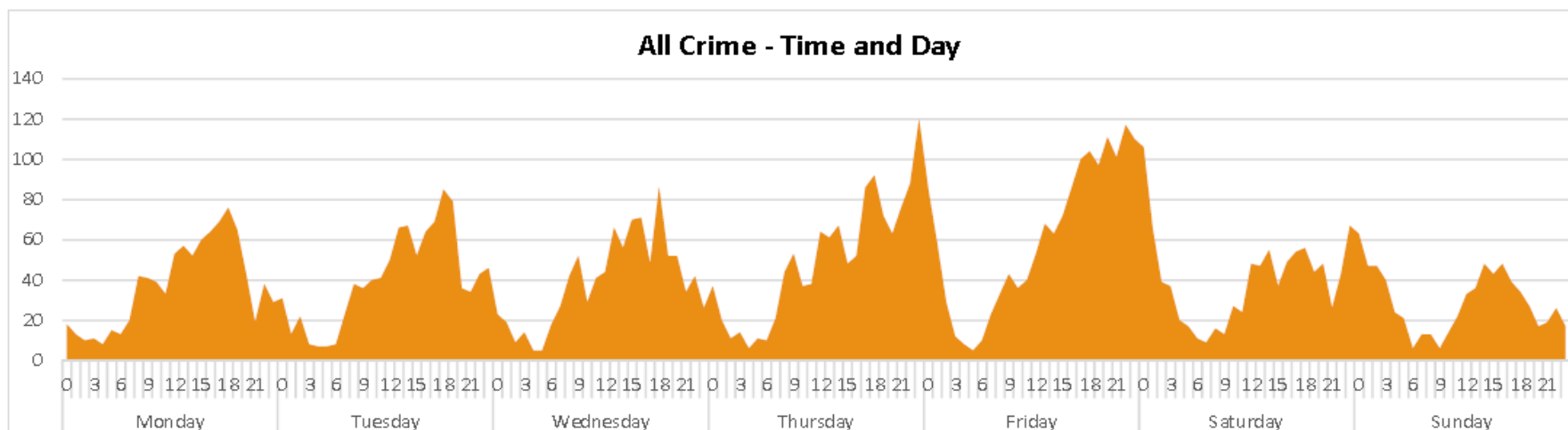
1. Nine (or more) points in a row on the same side of the mean - a prolonged bias is present
2. Six (or more) points in a row are continually increasing or decreasing - a trend exists
3. Two (or three) out of three points in a row are more than 2 standard deviations from the mean in the same direction - there has been a significant change

These charts are most useful with larger numbers and should be used with caution in relation to crime types where there are small numbers or irregular occurrences such as homicide, rape, arson etc.

Comparisons shown at the top of the chart compare levels to the last similar period (previous month, previous year to date, previous rolling 12 months), in some cases comparable data for the previous period may not be available.



Change:	This Month	25%	FYTD	23%	Rolling 12 Month	23%
	Detection Rate FYTD:	16%			National Position:	37
	Positive Outcome Rate FYTD:	18%				



At the end of the financial year the highest percentage increases were;

- Public Disorder (+55%, more incidents then 12 months previously)
- Robbery of Personal Property (+46%, more incidents then 12 months previously)
- Violence without Injury (+46%, more incidents then 12 months previously)

Over the past 12 months positive police action continued to develop and refine tactical deployments. Procedural changes (such as the lead for the Patrol Strategy routinely attending the Force's Daily Intelligence and Daily Management Meetings) has resulted in improved coordination and more rapid interventions into emerging trends.

Analysis shows the peak days for 'all crime' occurring continues to be Thursdays and Fridays, escalating in the evening/ early hours of the morning on both days. The weekend days of Saturday and Sunday have noticeably lower levels of crime than the weekdays. Targeting these times continues to ensure that patrols are dedicated to key areas linking in with intelligence on repeat locations, hotspots and the most harmful crimes.

There has been an increased focus on crime reduction efforts being led by the Assistant Commissioner and Commander (Operations).

Key findings from the end of year report

Analysis of 'routes in reporting' shows how crimes are being recorded and how this has changed in recent years. Notably there have been increases in police generated crimes and online reporting. (Although for reliability purposes data from post Niche is all that can be used due to possible back record conversion (BRC) issue, making it difficult to establish trends).

For 2018/19 there have been 24 robberies out of 107 (robbery personal and business) that involved the use or threat of a knife/sharp instrument, accounting for 22.4% of robberies this year. A robbery problem profile has been commissioned that will explore this in more detail.

How crimes are being recorded

The below table demonstrates how crimes have been reported to the police over the past 4 years. The blank section at the bottom demonstrates a high number of crimes without this recorded on Niche. This is experienced for the years 15/16 & 16/17 & 17/18 (pre Niche data) which is likely to be due to the Back Record Conversion process. These blanks could be skewing figures for these years and therefore comparisons, although useful to see, are unreliable. Figures from post Niche should be used for reliability purposes.

The table shows that the most common way for a crime to be reported in by victims & witnesses calling either '999' or '101'. This is followed by 'online crime report' and 'discovered by police'. There is a large increase experienced for online crime report and discovered by police but it is unclear if this is a genuine increase or due to the higher number of 'blanks' recorded in previous years

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	15/16	16/17	17/18	18/19
Ambulance service originated			7	23
Disclosed as part of an ongoing investigation				43
Discovered by Police	712	447	117	852
Email to the police				35
Emergency telephone call e.g. (999)			2	1052
Fire service originated				1
Hist - 999 call	846	1027	939	235
Hist - ANPR			14	7
Hist - Central alarm			9	4
Hist - Computer Generated (Ext System)	965	994	575	
Hist - Desk-crime	241	171	6	7
Hist - Desk-front			243	152
Hist - Desk-intervention				1
Hist - Email	61	32	22	3
Hist - Local authority CCTV			2	1
Hist - Message			2	
Hist - Other		55	339	18
Hist - Partner-agency initiated	43	32	5	4
Hist - Police initiated	1		68	68
Hist - Reported to Police patrol	131	219	409	18
Hist - Telephone - non 999 call	1279	1364	1715	356
Non-emergency telephone call e.g. (101)	1		2	2195
Online crime report	305	417	726	1391
Other 3rd party reporting				38
Parent, professional, carer 3rd party report				14
Police on-line reporting				4
Reported in person - Inside police station			2	571
Reported in person - Outside police station			2	85
Social media message to the police				3
Text message to the police				4
	644	689	655	26

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The table below demonstrates the types of crime that are being identified and discovered by police. The crime types that have the highest number of 'discovered by police' as the route in are possession and trafficking, shoplifting, violence with and violence without injury.

	15/16	16/17	17/18	18/19
ALL OTHER THEFT OFFENCES	22	20	37	44
ARSON	1			
BICYCLE THEFT	8	12	8	10
BURGLARY - BUSINESS/COMMUNITY	9	23	21	20
BURGLARY - RESIDENTIAL				1
CRIMINAL DAMAGE	38	26	25	25
DEATH OR SERIOUS INJURY UNLAWFUL DRIVING			1	
DRUG POSSESSION	252	184	147	345
DRUG TRAFFICKING	97	73	43	95
MISCELLANEOUS CRIMES AGAINST SOCIETY	108	84	44	60
OTHER SEXUAL OFFENCES	4	1	7	6
POSSESSION OF WEAPONS OFFENCES	15	22	18	30
PUBLIC DISORDER	50	28	20	59
RAPE	3			10
ROBBERY OF PERSONAL PROPERTY	2	3		4
SHOPLIFTING	105	73	72	111
STALKING AND HARASSMENT	9	7	10	11
THEFT FROM MOTOR VEHICLE	2	8	8	10
THEFT FROM THE PERSON	12	18	23	19
THEFT OF MOTOR VEHICLE	4	9	8	7
VEHICLE INTERFERENCE	1			4
VIOLENCE WITH INJURY	53	31	50	68
VIOLENCE WITHOUT INJURY	49	44	54	84

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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 Tactical Tasking & Coordination Group submission.											
ACT & ARGUS DATA												
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Number Act Awareness	162	368	225	81	72	419	536	216	111	168	253	137
Percentage consider Force capable	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Number Argus Attendees	61	110	50	62	48	106	85	50	20	28	170	0
Percentage consider Force capable	100%	97.5%	100%	100%	100%	100%	100%	100%	100%	100%	100%	-
COUNTER TERRORISM INVESTIGATION DEMAND												
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Number of Investigations processed by CT FMIU	10	9	8	10	11	14	5	9	11	12	11	4
Trend	➡	⬇	⬇	⬆	⬆	⬆	⬇	⬆	⬆	⬆	⬇	⬇
Year to Date Rolling Total	10	19	27	37	48	62	67	76	87	99	110	114
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	11	11	18	8	7	10	17	6	9	11
Trend	⬆	⬇	⬆	➡	⬆	⬇	⬇	⬆	⬆	⬇	⬆	⬆

ANALYSIS

The key issues continue to be threats relating to international terrorism and domestic extremism. In addition, the high profile actions of 'Extinction Rebellion', which centred around non-violent disobedience, resulted in some disruption in the City, with the potential for the event to be hijacked or infiltrated by more extremist groups. Hostile reconnaissance remains an issue for the City of London, with one instance involving 2 males resulting in an investigation which took over 100 hours. However, for 2018/19 in comparison to 2017/18 there has been a reduction in the number of Operation Lightening reports overall with 188 reported in 2017-18 and 127 reported in 2018-19. The Force continues to encourage reports of hostile reconnaissance. Over the past quarter, a hostile reconnaissance debrief was conducted to identify where the reporting process could have been improved. Special Branch and Counter Terrorism Security Advisors (CTSAs) linked in with a national operation around the protective security for MPs.

Over the last quarter there has been an 80% increase in Op Lightning reports compared to the same quarter the previous year, with the majority of reports relating to suspicious behaviour and photography. Also over the final quarter, high profile court appearances of leaders of far right organisations have also raised the potential for disturbances in the City.

A combination of targeted (intelligence led) and random Servator deployments have continued, which remains one of the Force's key responses (and preventative measures) to the terrorist threat. Bespoke briefing slides have been developed and disseminated to officers to remind them of the threat around Northern Ireland related terrorism (NIRT) and the wider threat. Special Branch attend Uniform Policing training days to update officers on current threats.

The Force has continued close liaison (which has included the dissemination of intelligence) with partners and pan-London agencies regarding the key threats, particularly with regard to far right organisations and Extinction Rebellion. CTSAs have delivered Action Counter Terrorism (ACT) awareness training across the City, including bespoke presentations to organisations. This has resulted in an increase in intelligence being submitted to the Force by ACT trained security personnel.

The Force is also pioneering the use of SCAN (See Check and Notify), with a number of people receiving SCAN training. It is a national product, which aims to upskill security teams to better compliment police led Servator operations.

The CTSA team delivered postal awareness training over the past quarter. This training is very focussed on ensuring that businesses have the proper procedures in place for handling post to ensure suspicious items are identified and contained at the earliest opportunity. This relatively new service, is very interactive – showing people some of the tell-tale signs that a document might be fake, or altered. Feedback has been exceptionally positive about the session.

SERVATOR STATS

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Number of Deployments	*	*	*	66	88	51	49	51	60	60	58	85
Engagement (Key Servator messages given)	*	370	700	635	1265	955	650	530	710	745	1090	1530
Stop and Search	4	15	8	15	11	10	8	4	7	11	15	15
Positive stop searches	4	9	5	11	7	8	8	2	6	10	7	12
Arrests	4	11	5	9	5	10	9	3	8	14	5	12
Intels	6	5	4	1	6	3	4	3	4	9	13	7

*Data for these periods was not collated by the Servator team and cannot be retrospectively reported.

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 4P Plan for Cyber continues to be implemented with no evidence to suggest it is insufficient.												
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	10	9	9	9	7	0	5	8	3	2	72
Change (Month)	-	-	+5	+3	-3	+3	+2	-4	-2	-	-5	-8	-
Trend	-	-	↑	↑	↓	↑	↑	↓	↓	➡	↓	↓	-
ANALYSIS													
72 Reports of Cyber Dependent Crime relating to the City of London were made in the last year. This represents a decrease of 8.8% compared with the previous year. Up until November (which coincides with the new Action Fraud System) reported Crime was showing an increase of 24% with a projection of year end increase of 35%.													
Hacking (Social Media/Email) and Hacking (Extortion) accounted for the majority of reports (41.7% and 19.4% respectively). 80.6% of victims were organisations, which is not unexpected given the City of London demographic. The majority of victims (31.95%) who did provide details reported being concerned about the fraud but that it has not impacted on health or wellbeing. 15 victims provided information with regards to loss, with the collective loss totalling £1,082,780.23, with one banking group reported losses equating to £74,735. It should be noted that this is likely not reflective of the true levels of cyber offences (and resulting losses) being committed or targeted towards the City (specifically City-based organisations) due to under-reporting.													
National Fraud Intelligence Bureau reported that over the last quarter Action Fraud saw the fifth month in a row of continuous decline in the number of overall reporting under the cyber codes; however, given the suspected levels of under-reporting, this cannot be assumed as meaning that cyber offending itself is falling – only that reporting of cyber offences is declining below its already unrepresentative levels. Cybercrime is increasing and continues to be subject to under reporting; it is assessed nationally that approximately only 18% of incidents are reported to the police.													
Businesses within the City continue to engage with the Cyber team, however the majority of cases presented have been for advice rather than to report a crime, suggesting that businesses have confidence in the abilities of the police to prevent future attacks, but do not see the benefits of progressing a complaint. Companies are suggesting that their own staff are the highest risk vulnerability to a cyberattack, rather than software or security systems.													
Emerging Threats:													
Media reporting that Technical Director of the National Cyber Security Centre has said that the UK may potentially ban a Chinese firm’s equipment (vulnerable due to poor engineering) in sensitive areas to mitigate the risk of cyber-attacks. The Government is set to publish a report that will outline its verdict on the role this company might play in the UK’s 5G network.													

ANATOVA RANSOMWARE -discovered by industry and believed to be released 01/01/2019. Approximately 340 incidents reported to one company by 23/01/2019 across 10 countries including UK, EU and US. It uses an icon for a game or an application to lure downloading of it and comes with support for additional modules that could extend its capabilities, allowing it to become an all-in-one malware tool. By incorporating functions to take advantage of the full spectrum of monetisation possibilities, even if the victim does not pay the ransom, the criminals can still make money by stealing private and sensitive information, or selling access to the compromised station.

Internet of Things (IoT) -IoT device manufacturers often do not provide continued support or timely patches. Companies are adding more and more devices to their infrastructures but maintenance is often the last consideration when it comes to IoT -organisations that want to stay safe should require that all IoT devices be manageable and implement a process for updating them.

Mobile malware -Mobile devices are increasingly a top attack target, a trend rooted in poor vulnerability management. The Android installed base is noted as being particularly vulnerable -the Google developer site shows that the vast majority of Android devices in the world are running old versions of Android.

CYBER GRIFFIN BRIEFINGS

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Number of Cyber Griffin Events	-	-	1	1	1	1	1	0	1	3	1	4
Number of people attending Cyber Griffin	-	-	40	49	55	45	46	0	28	95	45	125
Satisfaction rate of attendees	-	-	-	-	87%	87%	87%	-	87%	91%	91%	100%

ANALYSIS

Cyber Griffin Testimony (edited) has been extremely positive

"the exercise was fantastic"

"Very good, thanks!"

"Very useful. More examples of City of London Incidents to bring to life."

"Extremely helpful, thanks"

Additional note–

The Gold, Silver Bronze (GSB) exercise which makes up the fourth service the Force runs as part of Cyber Griffin has operated a number of times now. The aim of this input is to teach IT teams police incident responder skills/processes. GSB has received very positive feedback from attendees. The Force aims for this input to be as heavily requested as the other three services within the next 6 months.

The Force is investigating the possibility of having its cyber services GCHQ accredited. This would boost the credibility of the programme considerably, however, this is still in the very early stages.

CITY OF LONDON POLICE: SUITABLE FOR PUBLICATION

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	38	50	41	51	24	14	50	18	9	120	487
CASH SEIZURES													
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Number of cash seizure first applications POCA	2	1	7	0	4	2	2	2	0	4	1	1	
Value of cash seizure first applications POCA	£22,750	£1,350	£521,600	£0	£316,600	£12,165	£9,475	£8,920	£0	£16,045	£1,000	£1,000	
CASH FORFEITURE ORDERS													
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Number of cash forfeiture orders POCA	0	0	0	1	0	0	0	1	0	0	0	2	
Value of cash forfeiture orders POCA	£0	£0	£0	£23,380	£0	£0	£0	£1,350	£0	£0	£0	£1,165	
CASH CONFISCATION ORDERS													
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Number of confiscation orders	10	0	3	3	1	5	10	4	1	4	4	6	
Value of confiscation - benefit figure	£13,755,543	£0	£2,504,259	£521,770.85	£34,085	£401,510	£2,885,523	£820,211	£282,495	£713,432	£308,049	£1,306,938	
Value of confiscation - available amount	£2,027,562	£0	£2,504,259	£21,074.45	£34,085	£209,924	£155,277	£335,400	£1	£1,752	£48,265	£457,567	
Number of victims receiving compensation	273	0	1	3	1	2	192	2	0	0	149	4	
Value of victim compensation	£2,016,863	£0	£1,796,840.16	£21,074.45	£34,084.89	£89,500	£500	£102,117	£0	£0	£40,000	£457,565	

ANALYSIS

2018/19 Performance highlights

Over the year the Force's work in combating fraud included:

- Working closely with numerous stakeholders and partners, the National Crime Agency and other law enforcement agencies to shape the national response to fraud.
- Successfully prosecuting numerous high profile fraud cases.
- Successfully investigating large scale frauds operating internationally.
- Disrupting organised crime groups, reducing the potential harm these groups have on victims.
- Making effective use of proceeds of crime legislation to deprive criminals of their gains and help make reparations to victims.
- The Economic Crime Victims of Crime Unit continued to provide specialist support to victims of fraud.
- Continuing to develop our National Fraud Intelligence Bureau (NFIB) and Action Fraud reporting service.
- Continuing to develop the capacity and capability of the Economic Crime Academy.
- Working closely with the new National Economic Crime Centre, with seconded staff to design and operate this new capability to tackle serious and organised economic crime.
- Securing funding from the Police Transformation Fund to
 - a) Roll out a new escalation process for fraud investigations and post Regional Fraud Development Officers in every ROCU to support NLF objectives and improve coordination and inter-operability across national, regional and local policing.
 - b) Train nearly 600 officers across 43 forces in serious fraud investigation.
 - c) Pilot a direct entry fraud investigation programme in Merseyside and Hampshire.
 - d) create a new taskforce between NLF and NCA to tackle serious and organised economic crime

Outcomes

£25,895 value of cash forfeiture orders made under the Proceeds of Crime Act (compared with £312,688 in 2017/18).

£1,348,389 value of cash seizures made under the Proceeds of Crime Act (compared with £685,384 in 2017/18)

£5,795,166 value of cash compensation orders made (compared with £3,238,806 in 2017/18)

627 victims received compensation totalling £4,558,545 (compared with 171 victims receiving compensation totalling £1,058,644 in 2017/18)

487 reports of fraud in the City this year compared to 548 in 2017/18.

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Specifically over the past quarter:

During January **15** fraud crime reports were made by City of London based victims; **35** fewer than the previous month. The total number of crimes reported over the nine months of 2018/19 is **355**, down on the previous year of 454 **by 99**.

A breakdown of the crimes by fraud type is recorded below. The range of fraud types is particularly broad compared to previous months.

NFIB code	Number of Reports	NFIB code	Number of Reports
NFIB1E – Fraud Recovery	1	NFIB5A - Cheque, Plastic Card and Online Bank Accounts (not PSP)	2
NFIB2E - Other Financial Investment	2	NFIB5D – Mandate Fraud	2
NFIB3A - Online Shopping and Auctions	1	NFIB8A – Corporate Employee Fraud	2
NFIB3D – Other Consumer & Retail Fraud	2	NFIB90 – None of the Above	3
NFIB1E – Fraud Recovery	1		

During February **9** fraud crime reports were made by City of London based victims; **9** fewer than the previous month. The total number of crimes reported over the eleven months of 2018/19 is **367**, down on the previous year of 497 **by 130**.

A breakdown of the crimes by fraud type is recorded below. The range of fraud types is particularly broad this month compared to previous months.

NFIB code	Number of Reports
NFIB8A – Corporate Employee Fraud	1
NFIB2E - Other Financial Investment	1
NFIB3A - Online Shopping and Auctions	1
NFIB3D – Other Consumer & Retail Fraud	4
NFIB90 – None of the Above	2

During March **120** fraud crime reports were made by City of London based victims; 109 more than the previous month. The total number of crimes reported over the year of 2018/19 was 487, down on the previous year of 548 **by 61**.

A breakdown of the crimes by fraud type is recorded below. The range of fraud types is particularly broad this month compared to previous months.

NFIB code	Number of Reports	NFIB code	Number of Reports
NFIB5A Cheque Plastic Card And Online Bank Accounts	54	NFIB3B Consumer Phone Fraud	2
NFIB90 Other Fraud	36	NFIB3F Ticket Fraud	2
NFIB3D Other Consumer Non Investment Fraud	6	NFIB8B Corporate Procurement Fraud	1
NFIB5D Mandate Fraud	5	NFIB1G Rental Fraud	1
NFIB2E Other Financial Investments	3		
NFIB5B Application Fraud	3		
NFIB8A Corporate Employee Fraud	3		
NFIB3A Online Shopping And Auctions	2		

Op Broadway – CoLP continues to work with service and virtual office providers within the City and wider MPS region to target harden against those looking to facilitate investment fraud.

Recently NFIB Cyber PROTECT had two national media engagements; Fake Britain and Radio 4 both talking about phishing and how the public can protect themselves.

The Force continues to run its national social media accounts with graphics for all of law enforcement.

A visit to Angola to conduct a Learning Needs Analysis (LNA) to support the country's anti-corruption plan went very well. During the visit the trainers met with the British Ambassador, as well as key government stakeholders and representatives from the World Bank and the United Nations Development Program. The trainers are now commencing work on the LNA report.

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Measure 5	Vulnerable Persons	Assessment	CLOSE MONITORING								
AIM/RATIONALE	The aim is to provide the Force with an overview of activity undertaken to protect vulnerable people within the City and ensure the Force is providing an adequate response to improve public safety.										
Reason for Assessment	This is reflected as Close Monitoring accepting the slight rise in rape and other sexual offences within the City.										
VULNERABILITY STATS											
Strand		July 2018	Aug 2018	Sept 2018	Oct 2018	Nov 2018	Dec 2018	Jan 2019	Feb 2019	Mar 2019	Latest Trend
Adults at Risk		14	20	28	33	40	25	47	41	42	⬆️
Child Protection, Child Sexual Exploitation and Abuse & Missing Children	Child abuse	0	2	2	0	3	1	0	0	1	⬆️
	CSE	2	2	2	1	3	2	1	0	1	⬆️
Domestic Abuse		12	12	9	17	8	12	8	13	20	⬆️
Harmful Practices	FGM	0	0	0	0	0	0	0	0	0	➡️
	Forced marriage	0	0	0	0	0	0	0	0	0	➡️
	HBV	0	0	0	0	2	0	0	0	2	⬆️
Hate Crime		16	5	14	17	9	11	4	14	17	⬆️
Managing Violent Offenders		8	8	8	6	6	6	7	6	6	➡️
Mental Health & Suicides	Suicides	1	0	1	0	2	0	0	1	0	⬇️
	Attempted suicides	7	11	6	11	9	11	9	4	7	⬆️
Modern Slavery & Human trafficking		1	1	5	1	0	0	0	4	0	⬇️
Prevent		1	2	1	0	0	1	2	2	0	⬇️
Rape and Other Sexual Offences	Rape	1	3	3	0	4	2	2	2	1	⬇️
	Other Sexual Offences	7	7	9	6	3	5	4	7	9	⬆️
Stalking & Harassment		12	13	14	19	15	7	9	0	16	⬆️
ANALYSIS											

Adults at Risk

Indicator	July 18	Aug 18	Sept 18	Oct 18	Nov 18	Dec 18	Jan 19	Feb 19	Mar 19
Adult PPNs	14	20	28	33	40	25	47	41	42
	-	↑	↑	↑	↑	↓	↑	↓	↑

- A 2% increase has been seen between February and March 2019.

Domestic Abuse

Indicator	July 18	Aug 18	Sept 18	Oct 18	Nov 18	Dec 18	Jan 19	Feb 19	Mar 19
Domestic Abuse Crimes	12	12	9	17	8	12	8	13	20
	-	→	↓	↑	↓	↑	↓	↑	↑

- March saw a 54% increase of crimes compared with February.
- PPU are attending DA courts and DA focus group, aimed at improving victim service and prosecution rates in domestic cases.
- Overall for the year the level of crime in this area has remained as a consistent level.

Child Protection, Child Sexual Exploitation and Abuse & Missing Children

Indicator	July 18	Aug 18	Sept 18	Oct 18	Nov 18	Dec 18	Jan 19	Feb 19	Mar 19
Child Abuse	0	2	2	0	3	1	0	0	1
	-	↑	→	↓	↑	↓	↓	→	↑
CSE	2	2	2	1	3	2	1	0	1
	-	→	→	↓	↑	↓	↓	↓	↑

- There was one case of Child Abuse and CSE reported for the final quarter.
- During March PPU undertook a second phase of proactive operation testing hotels response to CSE situations on 21st/22nd March. 10 hotels were tested and hot debriefs conducted with staff.

Harmful Practices

Indicator	July 18	Aug 18	Sept 18	Oct 18	Nov 18	Dec 18	Jan 19	Feb 19	Mar 19
FGM	0	0	0	0	0	0	0	0	0
	→	→	→	→	→	→	→	→	→
Forced Marriage	0	0	0	0	0	0	0	0	0
	→	→	→	→	→	→	→	→	→
Honour-Based Abuse	0	0	0	0	2	0	0	0	2
	→	→	→	→	↑	↓	→	→	↑

- Honour based abuse was recorded twice in March. For the period of this table there have only been 4 incidents recorded since July 2018.

Hate Crime

Indicator	July 18	Aug 18	Sept 18	Oct 18	Nov 18	Dec 18	Jan 19	Feb 19	Mar 19
Hate Crime	16	5	14	17	9	11	4	14	17
	-	↓	↑	↑	↓	↑	↓	↑	↑

- There was a 21% increase in offences between February 2019 and March 2019.
- The majority of cases involved an element of racial motivation (64%).
- A draft problem profile for hate crime has been produced – the importance of intelligence submissions is being included within vulnerability related training plans in addition to regular requests for intel in FIB daily briefings.

Managing Violent Offenders

Indicator	July 18	Aug 18	Sept 18	Oct 18	Nov 18	Dec 18	Jan 19	Feb 19	Mar 19
MAPPA nominals	8	8	8	6	6	6	7	6	6
	-	→	→	↓	→	→	↑	↓	→

- Four medium and two low, all managed by CoLP.

Prevent

Indicator	July 18	Aug 18	Sept 18	Oct 18	Nov 18	Dec 18	Jan 19	Feb 19	Mar 19
Prevent	1	2	1	0	0	1	2	2	0
	-	↑	↓	↓	→	↑	↑	→	↓

- 4 prevent activities undertaken this quarter, none within March.

Mental Health & Suicides

Indicator	July 18	Aug 18	Sept 18	Oct 18	Nov 18	Dec 18	Jan 19	Feb 19	Mar 19
Suicides	1	0	1	0	2	0	0	1	0
	-	↓	↑	↓	↑	↓	→	↑	↓
Attempted Suicides	7	11	6	11	9	11	9	4	7
	-	↑	↓	↑	↓	↑	↓	↓	↑

- There were 20 attempted suicides recorded in the last quarter which is down from the 31 recorded in the previous period.
- The main focus for attempted suicides within the City continues to be the City bridges.

	Apr 18	May 18	June 18	July 18	Aug 18	Sept 18	Oct 18	Nov 18	Dec 18	Jan 19	Feb 19	Mar 19
Form 136 use	10	15	15	17	14	15	9	9	10	10	9	11
	-	↑	→	↑	↓	↑	↓	→	↑	→	↓	↑

- Within year the Force referred 144 People with mental health issues for support. (This refers to the use of form 136)

Rape and Other Sexual Offences

Indicator	July 18	Aug 18	Sept 18	Oct 18	Nov 18	Dec 18	Jan 19	Feb 19	Mar 19
Rape	1	3	3	0	4	2	2	2	1
	-	↑	→	↓	↑	↓	→	→	↓
Other Sexual Offences	7	7	9	6	3	5	4	7	9
	-	→	↑	↓	↓	↑	↓	↑	↑

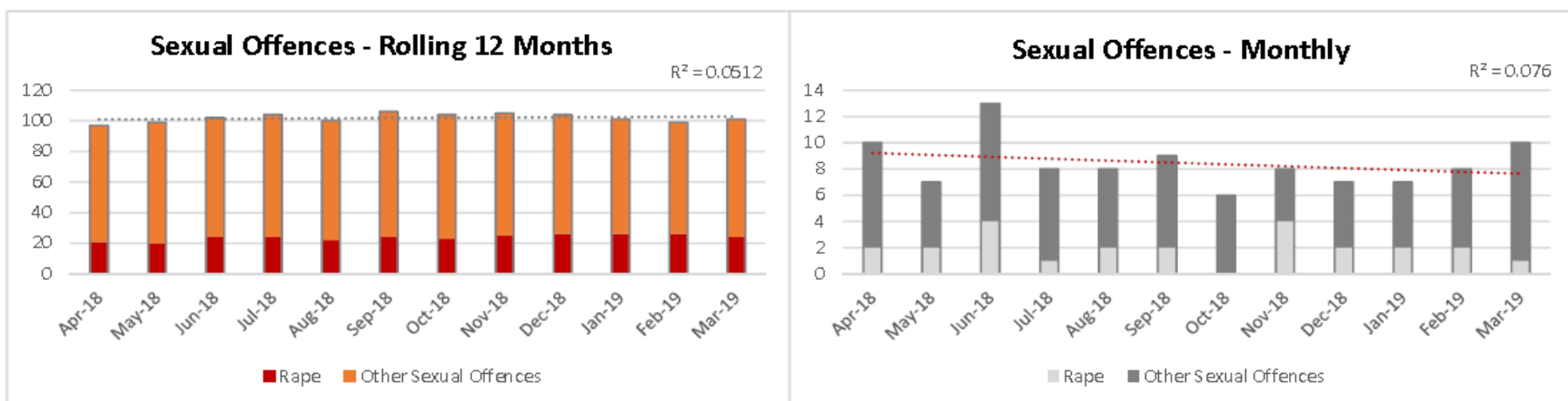
For 'Rape' the rolling 12 month figures demonstrate there has been an increase of 12% this is an increase of 3 crimes compared to the same period last year. The rolling 12 month graph demonstrates no trend as figures are consistent when comparing year on year. This is not demonstrated in the monthly breakdown graph where figures are variable but are generally low. There were 0 offences recorded in October and the highest volumes experienced were in June and November where 4 crimes were recorded. December, January and February have been consistent with 2 crimes being recorded.

For 'Sexual Offences' there has been an increase of 7%; compared to the rolling 12 months previously. The rolling 12 months demonstrates an increasing trend this could be due to the large spike experienced in June where 13 offences were recorded. There has been an increase of 25% compared to February with the majority relating to inappropriate touching through clothing.

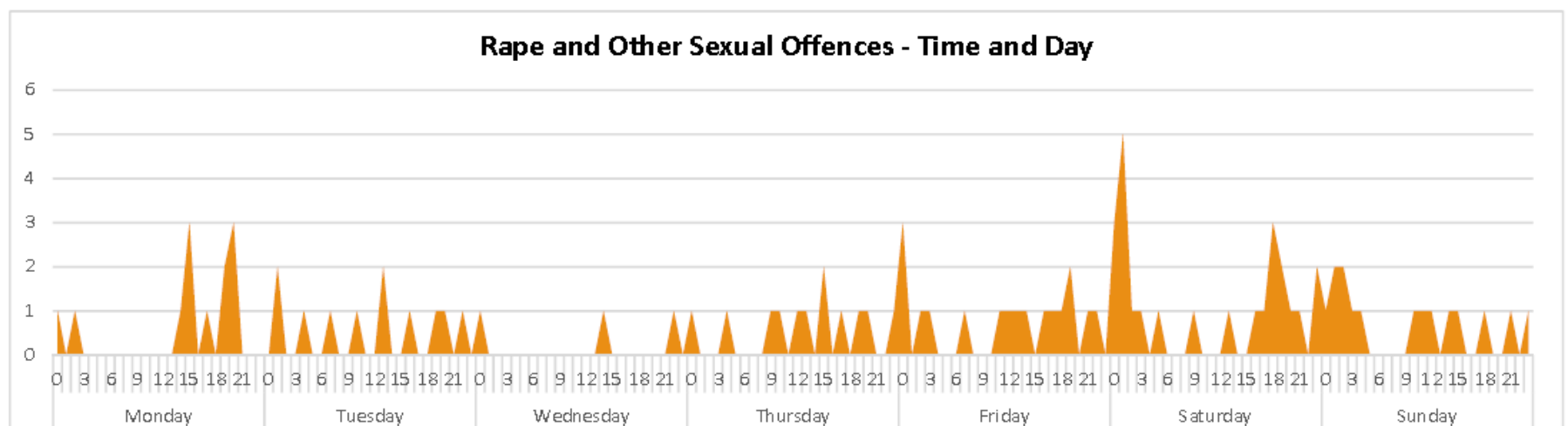
Recent inspections by HMICFRS indicate that there is evidence of improvements in the recording of sexual offences made by forces since 2014. However, the level of improvement varies between forces and some have further work to do to ensure that all reports of sexual offences are recorded correctly. Therefore, the increases seen as a result of improved recording may continue for some time.

An increased willingness of victims to come forward and report these crimes to the police is also thought to have contributed to the increase. High-profile coverage of sexual offences and the police response to reports of non-recent sexual offending are other factors that are likely to have influenced police recording of sexual offences. Such operations are likely to have an ongoing influence on victims' willingness to come forward to report both recent and non-recent offences.

With the national movement of #metoo campaign nationally forces report an increased level of confidence in reporting crimes of this nature to the police. Analysis of the Crime Survey of England and Wales provides a national overview of confidence. Responses for the City of London are grouped with the Metropolitan Police which is not ideal however, this can still be used as an indication as members of the public may not know always know the difference between City of London Police and Metropolitan Police.



Change:	This Month	25%	FYTD	8%	Rolling 12 Month	8%
	Detection Rate FYTD:	10%			National Position:	30
	Positive Outcome Rate FYTD:	10%				



Modern Slavery & Human Trafficking

Indicator	July 18	Aug 18	Sept 18	Oct 18	Nov 18	Dec 18	Jan 19	Feb 19	Mar 19
MSHT	1	1	5	1	0	0	0	4	0
	-	→	↑	↓	↓	→	→	↑	↓

- There were only 4 cases reported for the final quarter of 2018/19. This remains a low volume area for the Force.

Stalking & Harassment

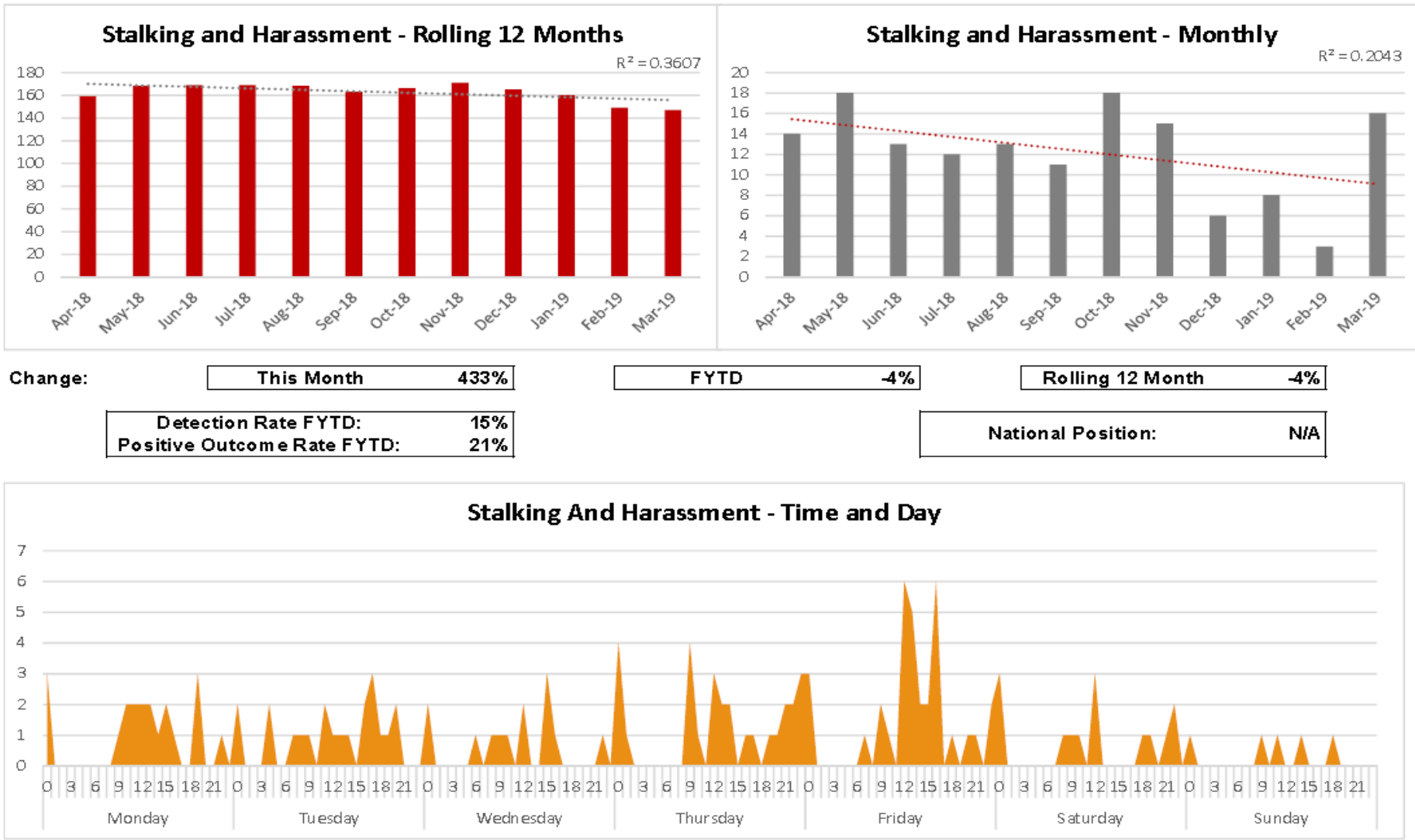
Indicator	July 18	Aug 18	Sept 18	Oct 18	Nov 18	Dec 18	Jan 19	Feb 19	Mar 19
Stalking & Harassment	12	13	14	19	15	7	9	0	16
	-	↑	↑	↑	↓	↓	↑	↓	↑

There has been a decrease of 4% compared to the previous 12 months for stalking and harassment. The rolling 12 month graph demonstrates a slight increasing trend however this is not experienced in the monthly breakdown graph which is demonstrating a strong decrease. There were large spikes experienced in March, April and October followed by a decrease since then until March where there has been another spike. The number of stalking & harassment offences in March have increased by +433% offences compared to February. The trend on the monthly chart reports a strong decreasing trend until the spike in March and these low levels would have likely impacted the 12 month graph positively. Friday is the most common day for offence reports with peaks experienced early afternoon and to date the Force has achieved a positive outcome rate of 21%.

The spike in October has been attributed to improved crime recording as awareness of the legislation relating to recording harassment increases. This positive development correlates to recent refresher messaging sent out in monthly bulletins and on the Force's intranet. Specifically messaging outlined in detail that crimes of Harassment, Stalking or Controlling & Coercive Behaviour must now be recorded. This clarified an increased personal responsibility in addition to the most serious other notifiable offence; that forms part of the course of conduct in a victim/offender relationship.

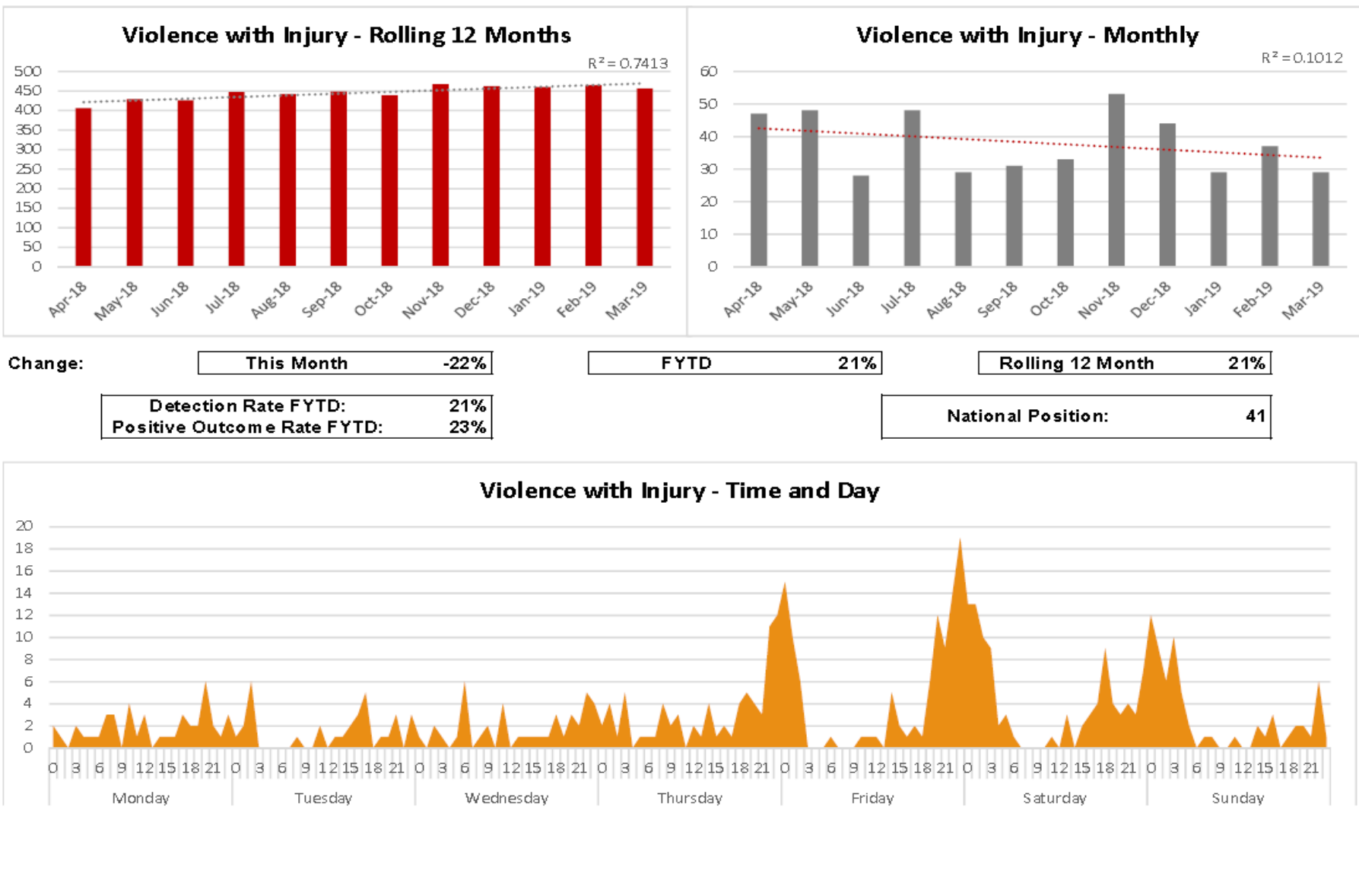
Nationally, the stalking and harassment subcategory rose by 36% compared with the previous year, accounting for over one-third of the change in violence recorded by the police. It is likely that recording improvements are an important factor in this rise, particularly in relation to malicious communication offences due to improved compliance in recording of these new offences over time.

A change to the recording of Malicious Communications has been effective since 1st November. Previously recording guidelines stated that a crime should be recorded by the police force of the location of the victim; where they received the malicious message. As of the 1st November the qualifying attribute is the location of the suspect or suspected location of the suspect; when they made the alleged malicious communication. The Force has been monitoring this change closely and there has been a decrease experience as predicted.



CITY OF LONDON POLICE: SUITABLE FOR PUBLICATION

Measure 6	Victim Based Violent Crime	Assessment	REQUIRES ACTION						
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	There remains a 24% increase in this crime type compared with the period last year.								
VICTIM BASED VIOLENT CRIME									
Crime Category	Current Month	Financial Year To Date				Rolling 12 Months			
		FYTD 17/18	FYTD 18/19	Frequency Change	% Change	Previous Rolling 12 months	Current Rolling 12 months	Frequency Change	% Change
Homicide	0	2	1	-1	-50%	2	1	-1	-50%
Violence With Injury	29	384	464	80	21%	384	464	80	21%
Violence Without Injury	81	400	582	182	46%	400	582	182	46%
Stalking And Harassment	16	155	149	-6	-4%	155	149	-6	-4%
Rape	1	25	28	3	12%	25	28	3	12%
Other Sexual Offences	9	72	77	5	7%	72	77	5	7%
Victim-Based Violence	136	1038	1301	262	25%	1038	1301	262	25%
ANALYSIS									
<u>Violence with Injury</u> The rolling 12 month graph demonstrates a strong increasing trend for violence with injury but this is not demonstrated in the month on month graph where crimes are showing a small decrease. It is likely that this decrease is accompanied by the increase in violence without injury crimes which is demonstrated nationally. There has been a 21% increase compared to 12 months previously for this category. As with violence without injury peak times for offences are Thursday and Friday night/early hours of the morning also highlighting a link to the NTE.									
Top 5 Stats Classifications						Volume			
Assault - S47 - assault occasioning actual bodily harm						385			
Assault - S18 - grievous bodily harm with intent						28			
Assault - S47 - assault occasioning actual bodily harm on a Constable						17			
Assault - S20 - grievous bodily harm without intent						13			
Racially / religiously aggravated assault occasioning actual bodily harm						11			
The above table demonstrated the top 5 recorded violence with injury crimes in the city In the last 12 months. S47 is the highest number recorded by far. As with public disorder and violence without injury ‘racially/ religiously’ assault occasioning ABH is included in the top 5 recorded crimes in this category.									



Violence without Injury

Over the past 12 months there has been a strong increasing trend for violence without injury when looking at the rolling 12 month graph. Month on month this trend was not demonstrated until this month as there has been a spike in March and a 59% increase compared to February. There has been an increase of 46% compared to the previous 12 months.

The most common times for violence without injury are consistent with violence with injury and public disorder crimes where peak times are Thursday, Friday evenings/ early hours of the morning which is likely to be due to the link to the NTE. This could be explored in more detail by analysing the number of crimes of these types that have an alcohol flag attached.

Top 5 Stats Classifications	Volume
Assault - S39 - Common assault	522
Racially / religiously aggravated common assault	19
Assault a constable in the execution of his / her duty	10
Require a person to perform forced or compulsory labour	10
Assault or assault by beating of a constable	7

The top 5 stats classifications for violence with injury are outlined below with assault- S39-Common assault being the most frequently recorded. This is followed by racially/ religiously aggravated common assault. It could be concerning that as with public disorder crimes again in the top 5 there is a crime with a racial/religious element to it. A 'Hate Crime' profile is being completed by the Force Intelligence Bureau which will explore this in more detail.

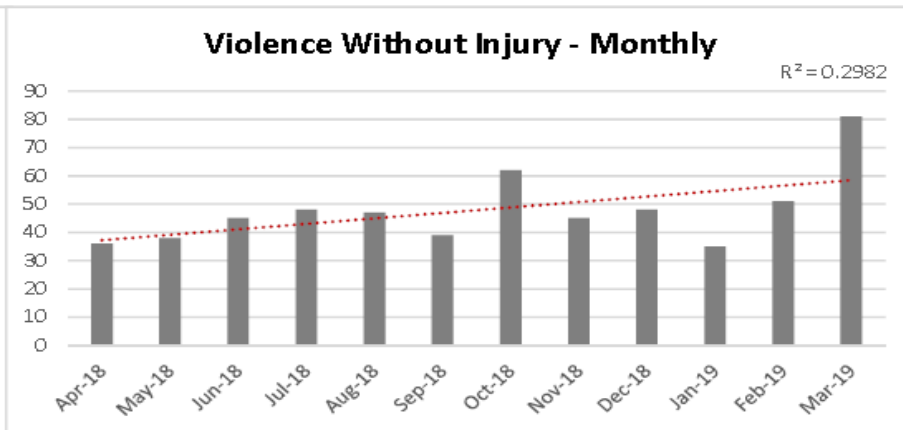
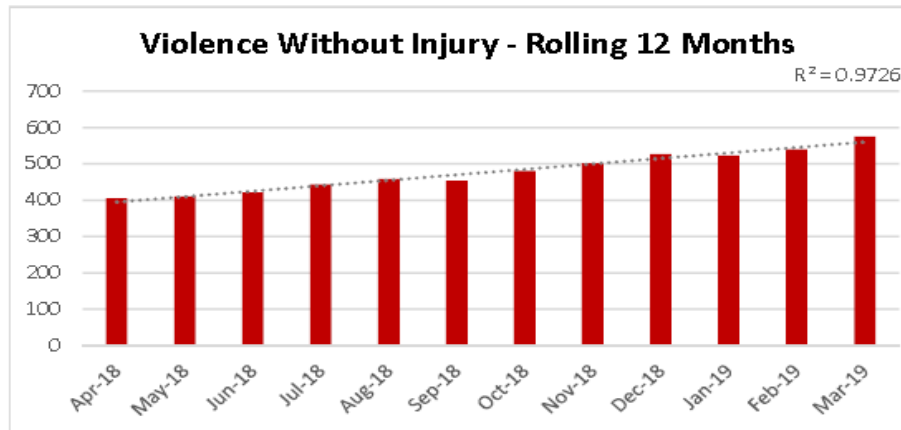
Nationally, overall for violent crime according to the Crime Survey for England and Wales there has been a continued period of no significant change for four years. There has however been an increase in low volume but high harm crime types, particularly concentrated in London and other metropolitan areas. In regards to police recorded crime the Office for National Statistics outline that the "violence without injury" subcategory accounted for 42% of all violence recorded by the police and showed a larger increase in the latest year to June 2018 than the "violence with injury" subcategory. This is a trend once again mirrored in the City.

Nationally, improvements in crime recording have had a big impact on the level of police recorded violent crime since 2014 with increases likely to continue as implementation of improved recording is rolled out and embedded across forces.

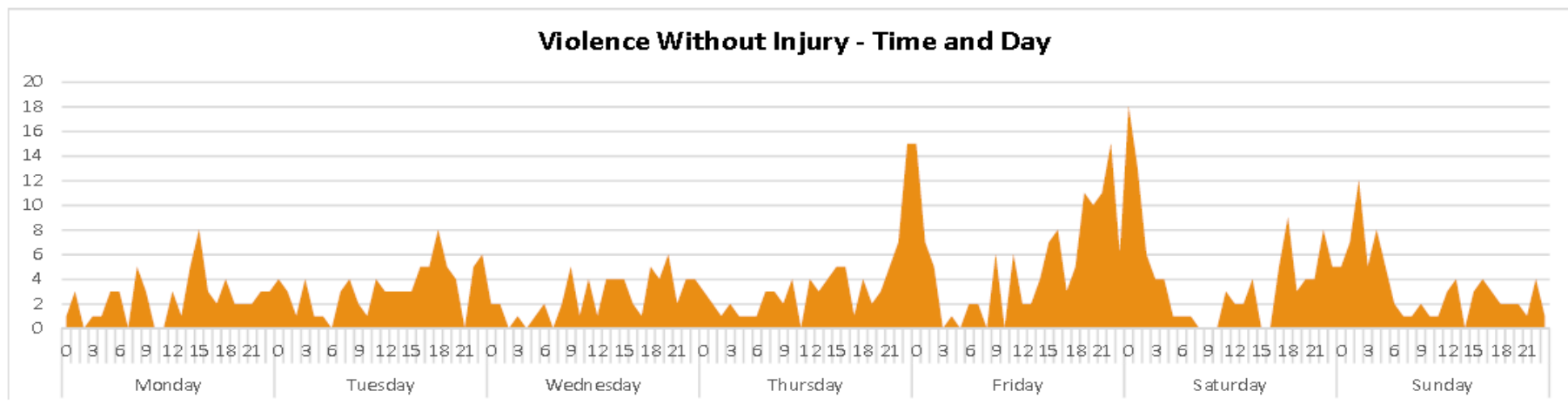
The Patrol Strategy locations have been refreshed using updated methodology and it is anticipated this will enhance policing against violent Crime. Patrol Strategy is still high visibility deterrent to criminals with an early intervention strategy. A likely consequence of this strategy will be the increase in crime reporting as officers are more visible and are at locations where criminality is likely to take place. The first months of 2019/20 may show this trend.

Colp are working in partnership with the Met VCTF (Violent Crime Taskforce) for joint operation in both the City, Met and transport hubs.

Night time economy is an area of high demand for Colp and a time where we encounter most violence. SOS Bus from Essex has been used to reduce officer time with injured and drunken people freeing up time for officers to patrol and confront violence.



Change:	This Month	59%	FYTD	46%	Rolling 12 Month	46%
	Detection Rate FYTD:	13%			National Position:	24
	Positive Outcome Rate FYTD:	18%				

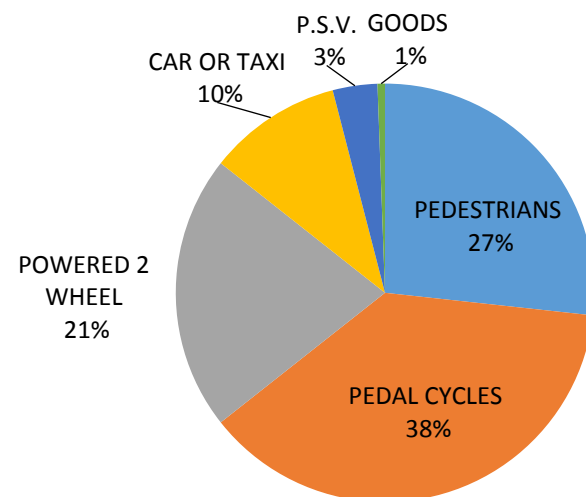


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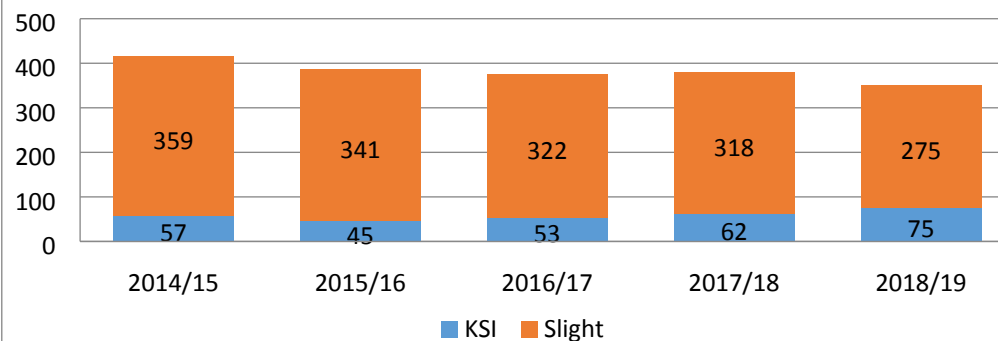
Measure 7	Roads Policing				Assessment				SATISFACTORY							
AIM/RATIONALE	The aim is to provide the Force with an overview of activity undertaken to improve road safety within the City and ensure the Force is providing an adequate response to mitigate this threat.															
Reason for Assessment	No issues highlighted within reporting period.															
QUARTERLY KSI BREAKDOWN																
	2018/19				2017/18				2016/17				2015/16			
	FATAL	SER	SLIGHT	TOTAL	FATAL	SER	SLIGHT	TOTAL	FATAL	SER	SLIGHT	TOTAL	FATAL	SER	SLIGHT	TOTAL
PEDESTRIANS	0	26	67	93	2	26	80	108	1	24	80	105	0	25	86	111
PEDAL CYCLES	0	35	96	131	0	20	98	118	0	16	126	142	1	10	123	134
POWERED 2 WHEEL	1	9	64	74	0	11	63	74	1	7	58	66	0	7	49	56
CAR OR TAXI	0	2	34	36	0	1	56	57	0	1	41	42	0	0	48	48
P.S.V.	0	2	10	12	0	1	19	20	0	3	14	17	0	2	20	22
GOODS	0	0	2	2	0	1	2	3	0	0	3	3	0	0	11	11
OTHER	0	0	2	2	0	0	0	0	0	0	0	0	0	0	4	4
Total Casualties	1	74	275	350	2	60	318	380	2	51	322	375	1	44	341	386
PI Collisions	1	73	241	315	2	59	276	337	2	50	290	342	1	44	302	347
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	66	62	73	111	312					
Speeding in the 20mph zone	TOR	54	10	35	18	117	16	44	33	68	161					
TOTAL		115	138	103	115	471	82	106	106	179	473					
Number of vehicles seized from ANPR only		27	33	32	26	118	31	35	18	23	107					
Total number of vehicles seized from ANPR / No Ins or No DL or both		18	83	84	66	251	119	145	113	156	533					
Number of pre-planned enforcement and/or education operations targeting Large Goods Vehicle within City of London		33	38	36	45	152	34	33	27	22	116					
Number of LGV's stopped		335	353	388	412	1488	294	194	192	155	835					
Number of LGV's stopped with offences		211	237	230	241	919	200	114	158	140	612					
Number of offences		534	595	494	465	2088	455	270	364	232	1321					

ANALYSIS

All casualties by mode April 18 to March 19.



Casualties April to March.



Cycle Fixed Penalty Notices

The Force issues Fixed Penalty Notices to cyclists within the City as part of its work to ensure the roads are safe to use for all. Below is a list of the number issued by month this year as an oversight of the activity to police the activity of cyclists in line with other road users.

Cycle FPNs Issued												
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
FPN's issued by month 2018-19	7	19	21	34	19	7	8	12	5	14	6	13

The main issues over the past quarter have centred on the Ludgate Circus corridor road safety issues, and cyclists using Castle Baynard in an antisocial manner.

The Force continues to work closely with colleagues in the City of London Corporation (CoLC) and Transport for London (TfL) to address the issues relating to road safety. Whilst Ludgate Circus has been highlighted for the past quarter, this has continued to be an issue at various locations across the City over the course of the year. Where this has been identified, the Force's Roads Policing Unit has worked with the CoLC and TfL to consider changing the road layout to mitigate the problems, although such solutions can take a while to implement.

Regarding the antisocial bicycle use, officers have been deployed at peak times to address the issue, engage with cyclists and where the behaviour persists, implementing s.35 dispersal notices.

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Measure 8	Public Order & Protective Security					Assessment			SATISFACTORY					
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	Force response able to meet current levels of threat.													
PRE-PLANNED EVENT UPDATE														
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD	
Pre-planned Events*	61	54	70	53	16	64	53	72	51	39	49	65	647	
Events requiring police presence	36	25	38	20	8	36	30	46	31	24	25	39	358	
Events requiring 5 officers or more	23	7	15	8	6	19	14	17	13	12	17	16	167	
CRITICAL INCIDENTS														
	2017/18						2018/19							
	Q1	Q2	Q3	Q4	Total		Q1	Q2	Q3	Q4	Total			
Critical Incidents	3	1	5	2		11	4	0	2	5	11			
ANALYSIS														

*Manual Recount undertaken by Strategic Development

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD
Number of Benbow Deployments	8	10	14	13	8	12	17	11	7	8	7	16	131
City Location	1	0	4	4	1	1	1	2	0	0	0	0	14
MPS Location	6	6	5	3	6	11	16	8	5	5	6	16	93
City/MPS Location	1	4	5	6	1	0	0	1	2	2	0	0	22
Other Location	0	0	0	0	0	0	0	0	0	1	1	0	2

Public Disorder

The rolling 12 months graph (which shows the annual year to date total from the preceding 12 months) indicates an increasing trend for public disorder crimes in the City. However, monthly crime volumes are quite erratic (see the graph for the monthly breakdown for the 18/19 financial year); the financial year graph indicates a small decreasing trend. There were spikes experienced in July counterbalanced by large decreases in December and January.

Over the past quarter, the month of March compared to February reports a decrease of -8%. The decreases experienced in December and January followed by the increase in February and March, which temporal analysis suggest is related to the Night time economy (NTE). Both Violence with and without Injury have experienced the same trend with decreases during the same two months and then an increase at the end of March.

Over the past 12 months the following classifications have been the most prominent for public order:

Top 5 Stats Classifications	Volume
Public Order - S4 words / behaviour - fear unlawful violence	154
Public Order - S4A words / behaviour to cause harassment / alarm / distress	79
Public Order - S5 Use threatening words / behaviour to cause harassment alarm or distress	43
Racially / religiously aggravated intentional harassment / alarm / distress	34
Racially / religiously aggravated harassment / alarm / distress	33

Of note, 2 out of the top 5 stats classifications for public disorder are 'racially/religiously aggravated' related classifications, this is particularly concerning due to the potential political tensions that could result as part of Brexit. Whilst there does not seem to be any evidence of this so far, the Force will keep it under review when considering 'Hate Crime' and completing a trend analysis of hate crimes over recent years.

Nationally there has been a 30% increase in police recorded public order offences, a large part of this increase is likely to reflect improvements and changes to recording practices. In particular, some incidences that would have been recorded as anti-social behaviour in past years, are now being recorded as public order offences. This accords with the consistent drop in the number of recorded anti-social behaviour offences since figures began in 2008. However, it is possible that genuine increases in public disorder may have contributed to this rise.

The Office for National Statistics outlines that the rise in public order offences is due largely to an increase of 37% in recorded offences of "Public fear, alarm, and distress". This accounts for approximately 3 in 4 (75%) of all recorded public order offences over the last year. This is the second most prominent area for the year of 2018/19 for COLP.

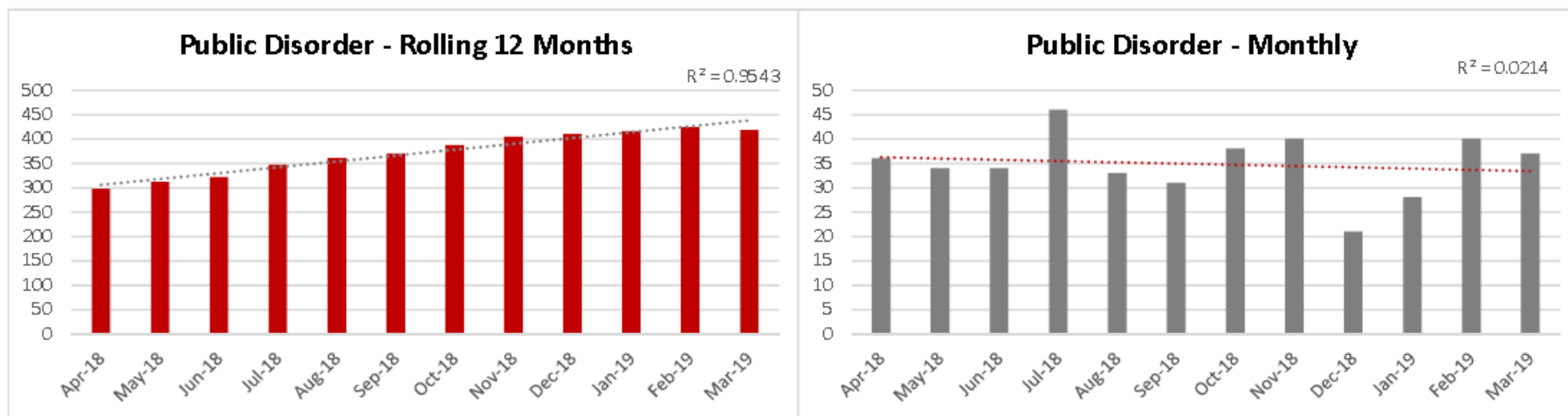
As business intelligence and insight resources become available through the reforms of the Transform Programme the Force will be better placed to answer more detailed questions definitively; providing for improved future forecasts and demand profiling.

Protests:

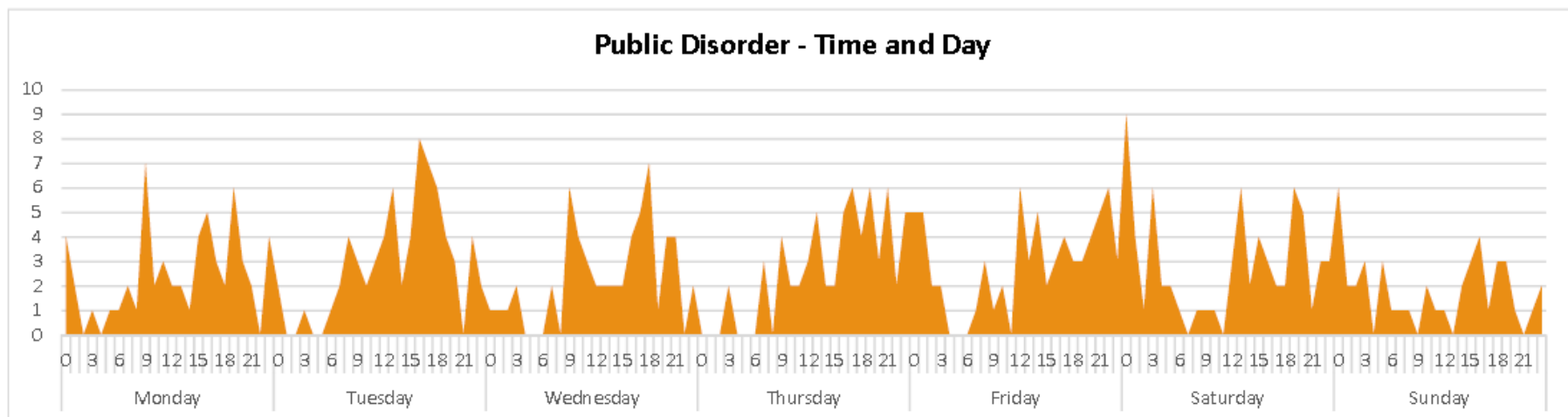
The number of protests this year within the City are recorded within the table below:

Protests Within City													
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
2017-18 Protests	11	18	18	25	24	11	12	15	15	8	13	9	179
2018-19 Protests	5	11	17	13	9	22	9	13	12	4	12	7	134
Trend	↓	↓	↓	↓	↓	↑	↓	↓	↓	↓	↓	↓	↓

The number of protests recorded within the City in 2018/19 has fallen by 45 within year compared to 2017/18. This reduction can largely be attributed to the actions of the group JAN UK who historically protested weekly within the City. This year they have focused their activities outside of the City boundary.



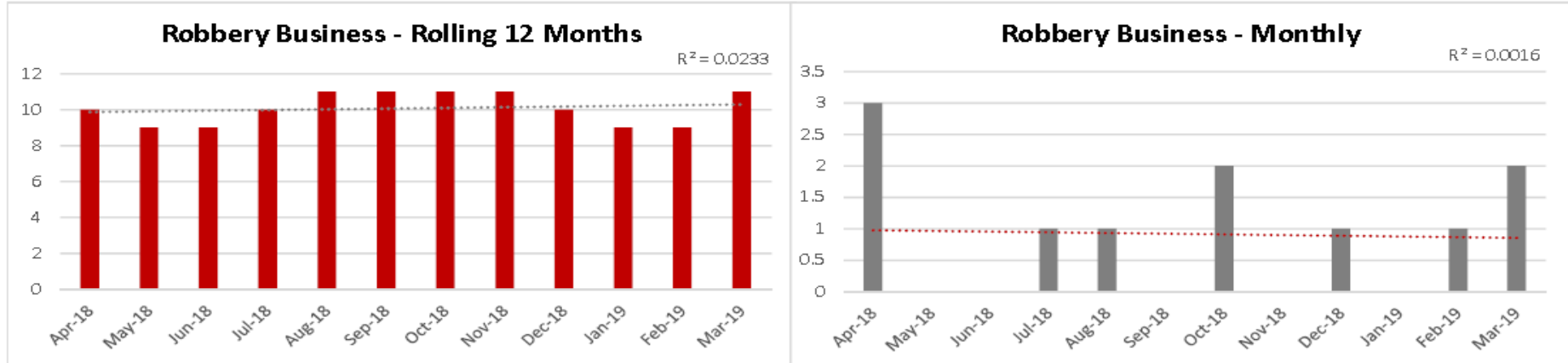
Change:	This Month	-8%	FYTD	55%	Rolling 12 Month	55%
	Detection Rate FYTD:	17%			National Position:	37
	Positive Outcome Rate FYTD:	19%				



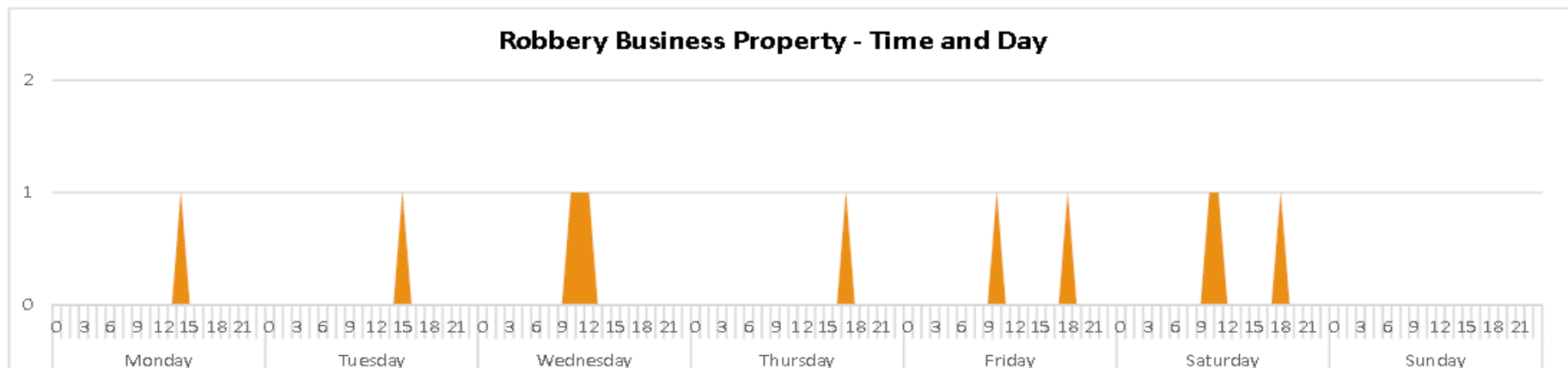
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Measure 9	Acquisitive Crime	Assessment	REQUIRES ACTION						
AIM/RATIONALE	The aim is to provide the Force with sufficiently detailed information (intelligence and statistics) to allow it to manage its response to acquisitive crime efficiently and effectively. Victim based acquisitive crime represents the Force’s largest volume crime area.								
Reason for Assessment	This reflects the rise in this crime type within year								
ACQUISITIVE CRIME									
Crime Category	Current Month	Financial Year To Date				Rolling 12 Months			
		FYTD 17/18	FYTD 18/19	Frequency Change	% Change	Previous Rolling 12 months	Current Rolling 12 months	Frequency Change	% Change
Robbery Of Business Property	2	7	12	5	71%	7	12	5	71%
Robbery Of Personal Property	12	65	95	30	46%	65	95	30	46%
Burglary - Residential	0	14	13	-1	-7%	14	13	-1	-7%
Burglary - Business/Community	28	272	301	29	11%	272	301	29	11%
Theft Of Motor Vehicle	3	73	54	-19	-26%	73	54	-19	-26%
Theft From Motor Vehicle	7	114	166	52	46%	114	166	52	46%
Vehicle Interference	0	14	14	0	0%	14	14	0	0%
Theft From The Person	49	602	640	38	6%	602	640	38	6%
Bicycle Theft	30	368	476	108	29%	368	476	108	29%
Shoplifting	102	736	955	219	30%	736	955	219	30%
All Other Theft Offences	259	1498	1857	359	24%	1498	1857	359	24%
Victim-Based Acquisitive	492	3763	4583	820	22%	3763	4583	820	22%
ANALYSIS									



Change:	This Month	100%	FYTD	71%	Rolling 12 Month	71%
	Detection Rate FYTD:	17%			National Position:	38
	Positive Outcome Rate FYTD:	17%				



Robbery- Personal

The rolling 12 month graph demonstrates a strong increasing trend for 'Robbery of Personal Property'; with particular emphasis on the later part of 2018 where figures are highest. The monthly breakdown graph demonstrates a small increasing trend and although that the last five months have been relatively consistent; this has started to increase again in March. Whilst levels remain elevated compared to the months prior to the spike should this trend continue it is likely a decrease will become apparent (as the impact of the September spike decreases).

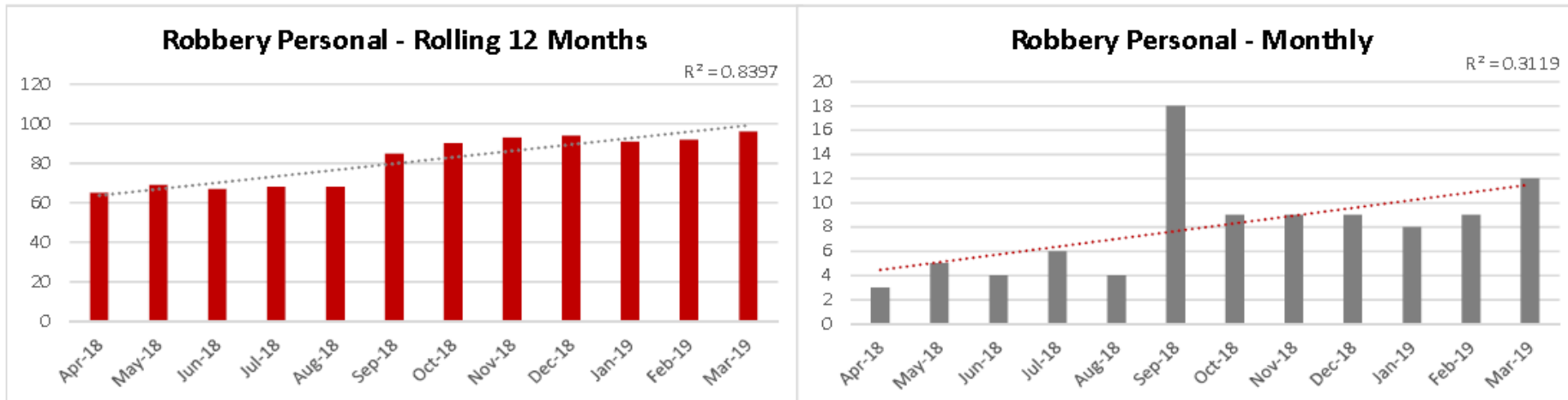
Despite the spike in September, whilst every offence is significant, there have been low levels of robbery in terms of volume (frequency). The actual and potential level of harm from robbery accounts for the inclusion of this category as a priority. As well as the fact this has been an increasing trend all year and over the 12 months has continued to increase.

The most common times that Robberies are occurring are late in the evening or early hours of the morning on a Thursday, Friday and Saturday. This implies that the NTE is playing a part in the commitment of robbery crimes. This will be explored in more detail in the Robbery Profile that is being completed.

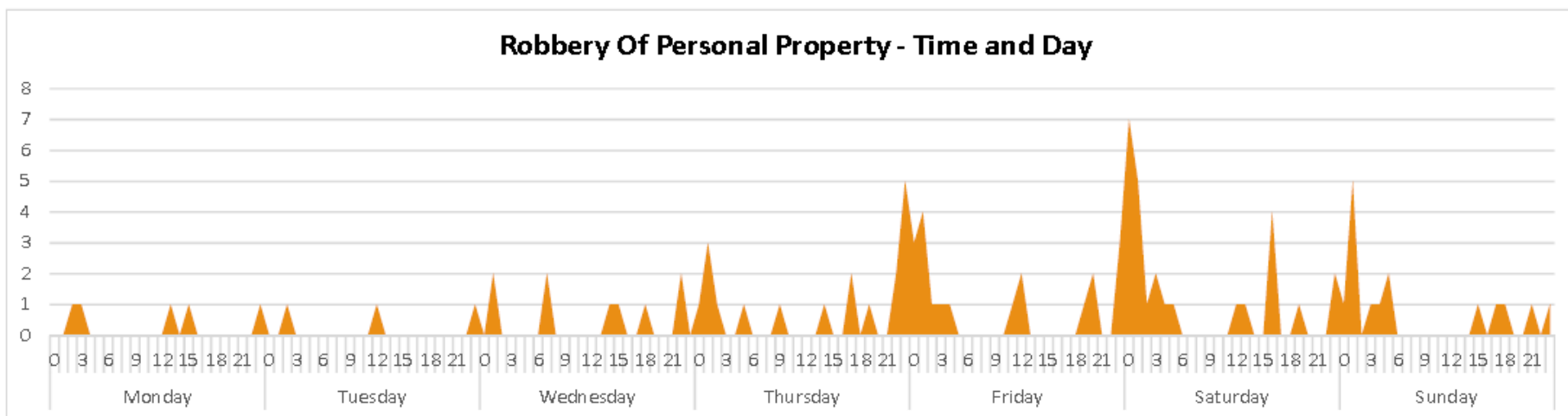
Over 2018/19 24 robberies out of 107 (robbery personal and business) have involved the use or threat of a knife/sharp instrument, accounting for 22.4% of robberies this year. This is an increase from 9 out of 72 robberies in the city which accounted for 12.5% of robberies in 2017/18. This accounts for a 10% increase compared to last year.

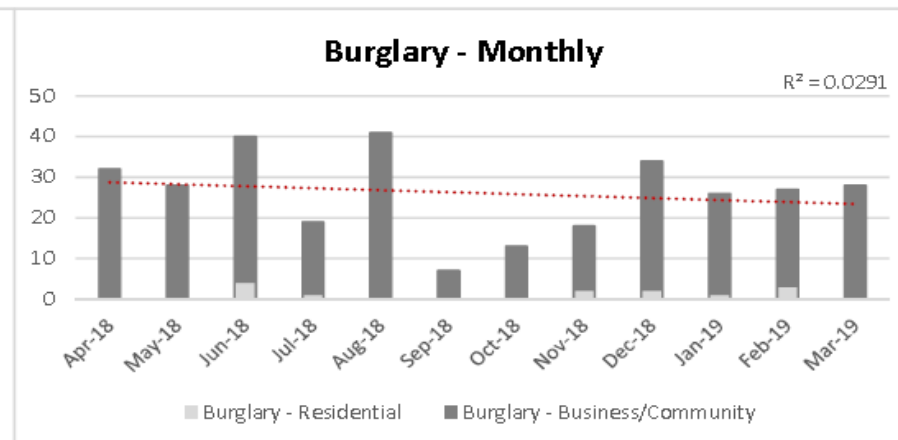
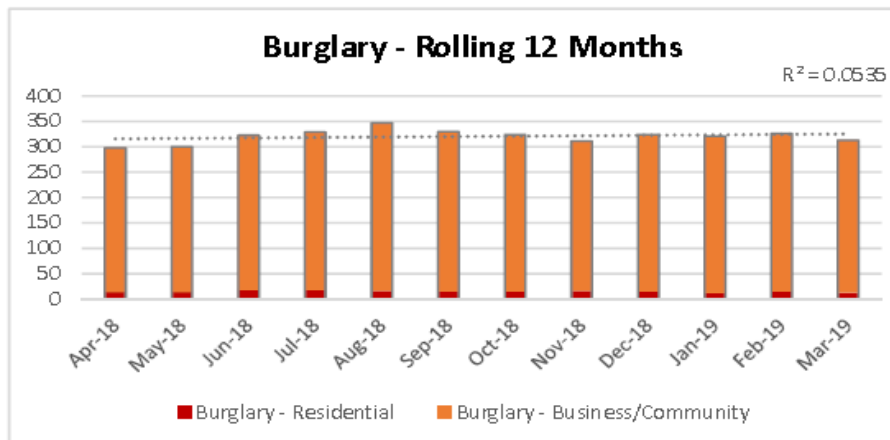
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Nationally, the police also recorded a rise in robbery (up 17% to 80,947 offences). The number of recorded robberies is disproportionately high in London, accounting for 41% of all recorded robberies. In comparison, London accounts for 16% of all recorded crimes (robbery) in England and Wales. Whilst it is likely robbery is still impacted by some recording effects, this is thought to be less pronounced than for other crime types. The rise seen in robbery is likely to reflect a real increase in these crimes. The Crime Survey for England and Wales (CSEW) does not provide a robust measure of short-term trends in robbery as it is a relatively low-volume crime. This is highlighted by the fact that the estimated 29% increase in robbery offences estimated by the CSEW in the latest year was not statistically significant.

The number of recorded robberies and theft from person offences are disproportionately high in London, accounting for 42% of all recorded robberies and 46% of theft from person offences. In comparison, London accounts for 17% of all recorded crimes (robbery & theft from person) in England and Wales.

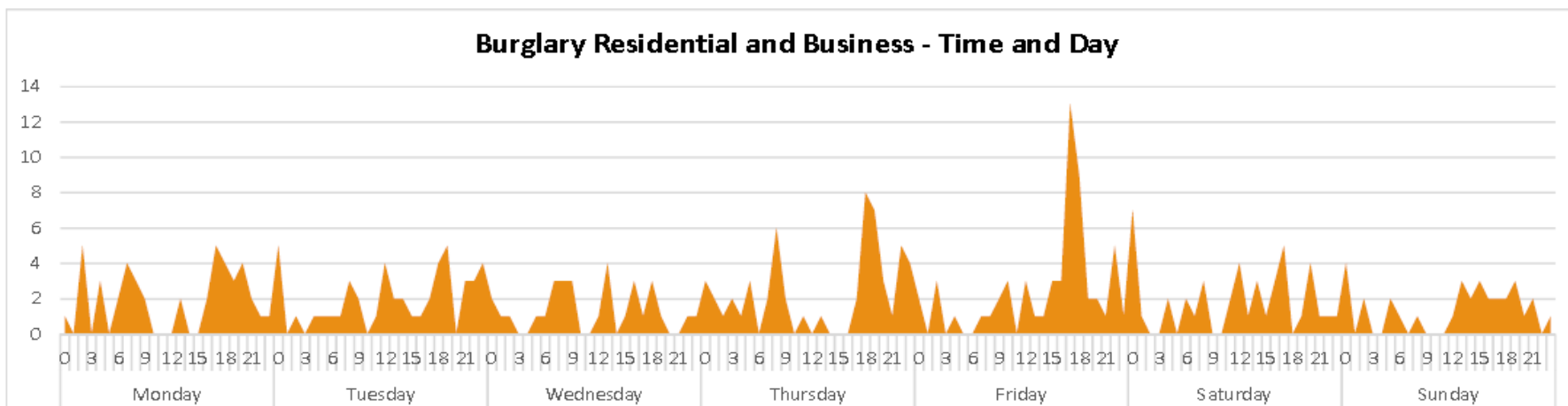


Change:	This Month	33%	FYTD	46%	Rolling 12 Month	46%
	Detection Rate FYTD:	6%			National Position:	42
	Positive Outcome Rate FYTD:	6%				





Change:	This Month	4%	FYTD	10%	Rolling 12 Month	10%
	Detection Rate FYTD:	14%			National Position:	43
	Positive Outcome Rate FYTD:	14%				



Burglary

There has been a 7% for burglary residential compared to the 12 months previously. Month on month there has been a decrease of 100% for burglary residential compared to February. Figures for burglary residential are generally low due to the small resident population in the city. No trends are demonstrated when looking at both the rolling 12 month graph and the monthly breakdown graph.

There has been an 11% increase in Burglary Business/community compared to the 12 month previously. There is no trend demonstrated when looking at the rolling 12 month graph. This is not reflected in the monthly graph which is showing a small decreasing trend. There have been a number of successful arrests over the last 12 months including some prolific offenders.

Commercial offices remain the top targeted locations via forced entry and forced magnetic locks. Offenders are able to commit multiple offences due to the high volume of companies with offices inside each building. In the past 12 months a full Burglary profile has been completed and CID have been actively targeting known nominals. There have been some more positive arrests for Burglary Business over the past quarter.

Theft from the Motor Vehicle

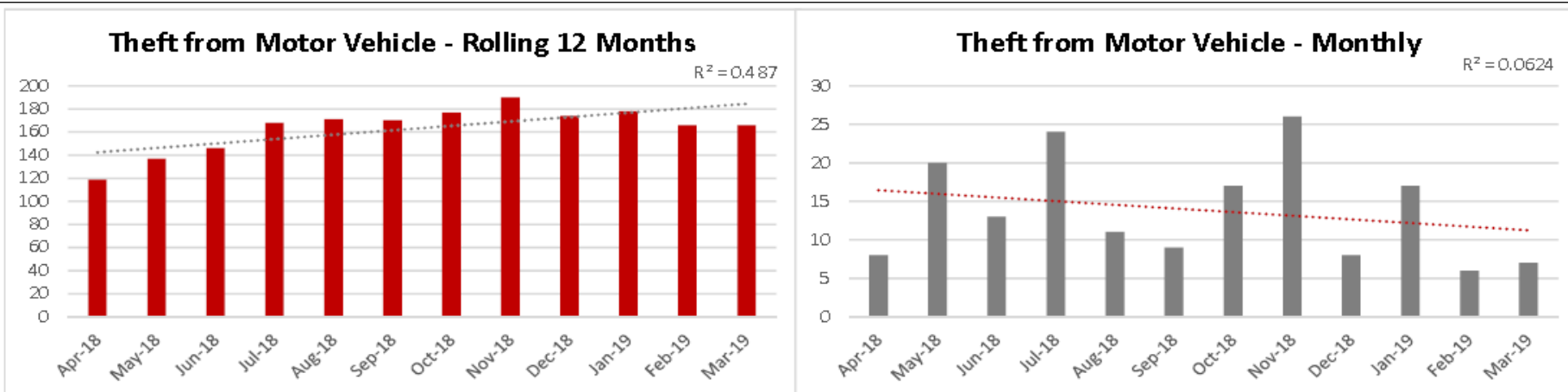
There is an increasing trend for theft from the motor vehicle when looking at the rolling 12 months graph. This trend has been much stronger throughout the year and it looks like the lower levels each month is starting to have a positive impact on the rolling 12 month graph. An increasing trend is reported; both by a rolling 12 month increase of 46%. There has been a reduction in the last two months when looking at the trend for the rolling 12 months had increased by 71%. There has been a 17% increase in March compared to February.

As with 'Public Disorder' the trends for 'Theft from a Motor Vehicle' are only displayed over a rolling 12 months and when comparing figures compared to the previous year. Conventional reporting in the Force typically reviewed crime figures comparing month on month. This approach masks this trend; which would not normally have been evident.

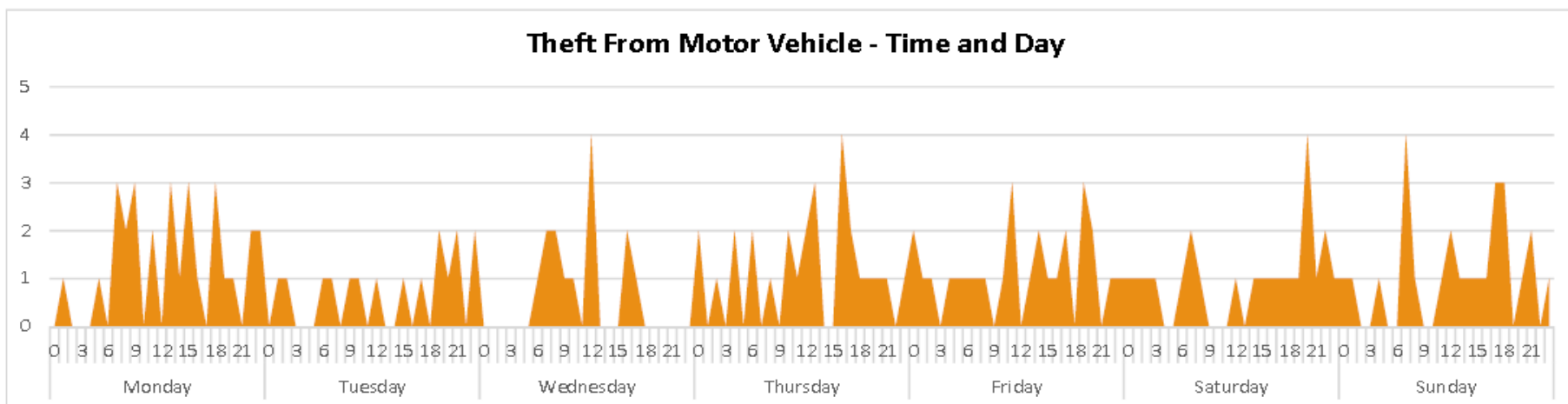
Over the past 12 months 8 prolific nominals have been identified as key offenders. Proactive targeting of theses nominals is part of the Force's crime reduction strategy to tackle these thefts; most recently leading to identification and arrest of a suspect in February. The Force's Patrol Strategy is evolving the use of tactics, gathering improved intelligence and looking for vulnerabilities in evidence based hot-spot areas. Ongoing, work around securing hotspot locations is being undertaken with particular emphasis around the Aldersgate Street NCP carpark where a number of additional security measures have been put into place and seem to have reduced.

Nationally the ONS outline that vehicle offences and burglary offences are thought to be generally well reported by victims and well-recorded by the police. Therefore, recent increases in police recorded crime are likely to be genuine. The increases in recent quarters appear to be higher than the overall annual increase suggesting this could be the beginning of a sharper rise in these crime types.

The City experiences comparatively low levels of this type of crime; and as such a spike can disproportionally impact on reporting levels. Offender management work continues with one prolific theft from motor vehicle offender; subject to a drug rehabilitation residential order who was arrested.



Change:	This Month	17%	FYTD	46%	Rolling 12 Month	46%
	Detection Rate FYTD:	1%			National Position:	43
	Positive Outcome Rate FYTD:	1%				



Theft from the Person

There has been an increase of 6% for theft from the person compared to the previous rolling 12 months. There has been a decrease of -8% compared to February. The rolling 12 months graph demonstrates an increased trend for this category which was a much stronger trend a couple of months ago. Figures month on month are much more variable.

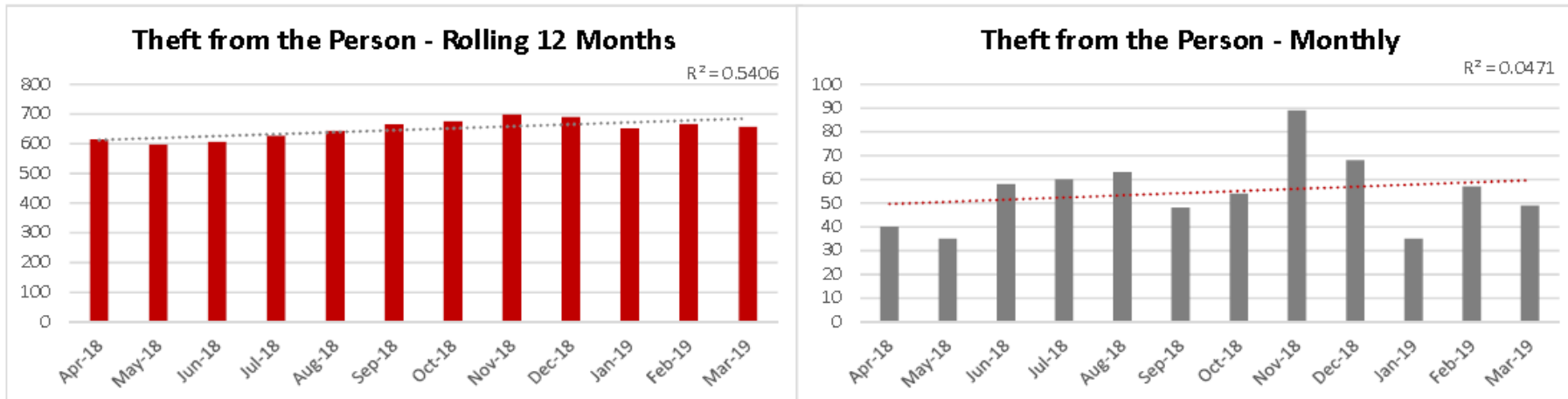
There has been a recent rise in distraction thefts and these have impacted both 'theft from the person' and 'all other theft' categories. The predominant modus operandi has involved people having their personal property stolen whilst perpetrators distracting customers by asking them for directions or placing a map, a note begging for money, or a newspaper, on their table or in front of their face. Commonly property stolen involves items such as mobile phones and wallets; and offending locations are 'off-street' within coffee shops, cafes and restaurants.

A continued pattern of distraction thefts have been occurring in the City. Offences were prolific in January with 28, 18 in Feb and 21 in March. High value mobile phones are being stolen & sold. Offenders are working in groups. In addition to the usual tactics used to combat theft, the following instructions have been given:

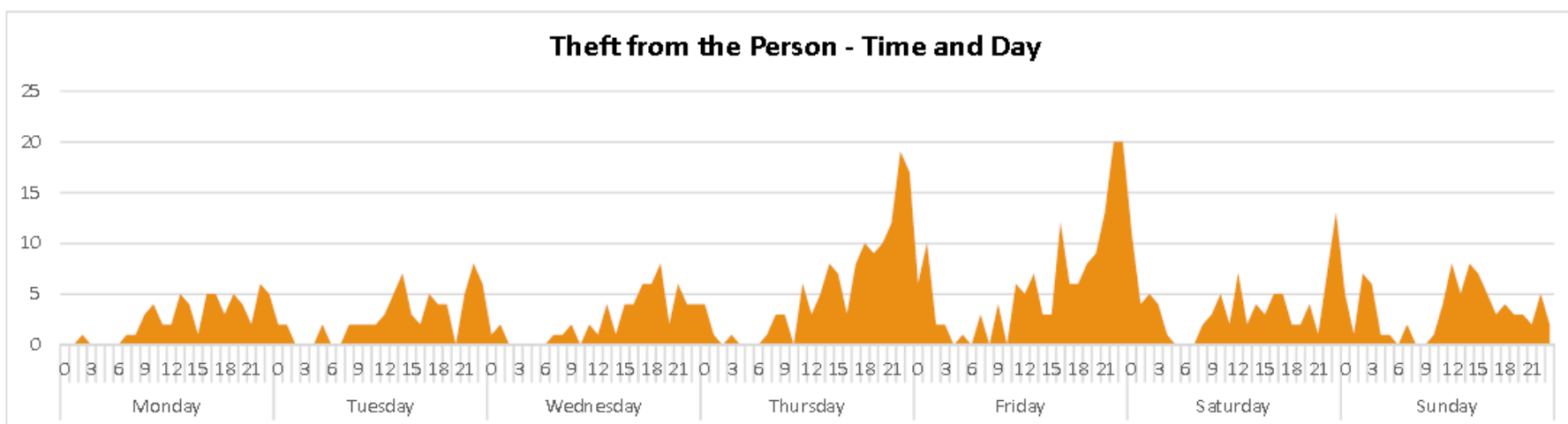
- Officers encouraged to take coffee breaks within targeted locations & streets.
- Uniformed officers to visit the premises above re crime prevention advice.
- Media to produce Twitter posts in relation to these offences to promote crime prevention advice.
- Crime Squad and FIB to establish strategy of action

Thefts from gyms rose considerably in March 2019, with 14 reported incidents, from 6 reported crimes in February. Offenders have used a multitude of MOs to access lockers within male changing rooms. The most common MO used by offenders in 2019 is to target a locker with a padlock (38%), bypass a keypad locker (21%). Intelligence suggests that City gyms use different locking mechanisms, even for the same company (such as City Fitness First). A profile has recently been completed by FIB where 3 recommendations have been accepted to address this issue:

- Officers encouraged to visit targeted locations to deter offenders from committing crime.
- Consideration for non-uniformed officers to sit in the lobbies of affected gyms for Intelligence development
- Media to release information about the dangers of leaving high value items within insecure lockers.



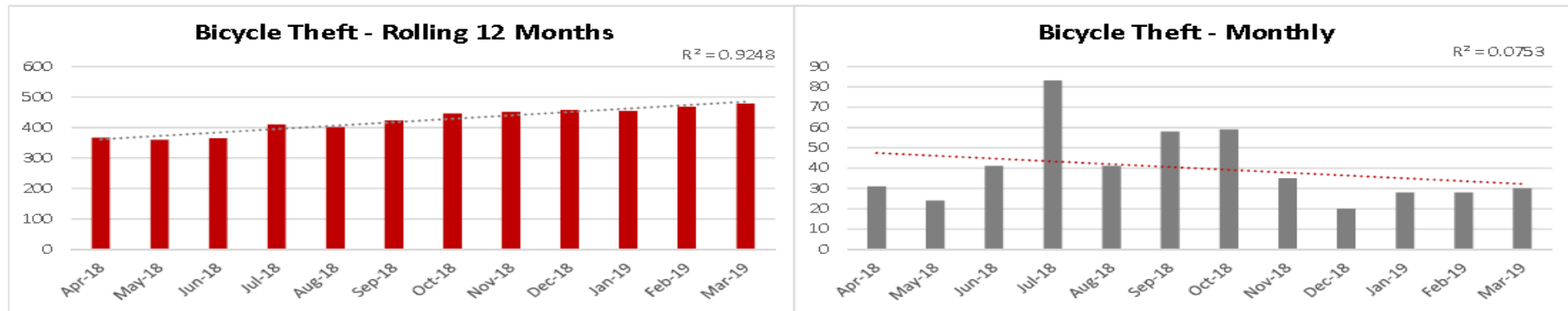
Change:	This Month	-14%	FYTD	6%	Rolling 12 Month	6%
	Detection Rate FYTD:	1%			National Position:	20
	Positive Outcome Rate FYTD:	1%				



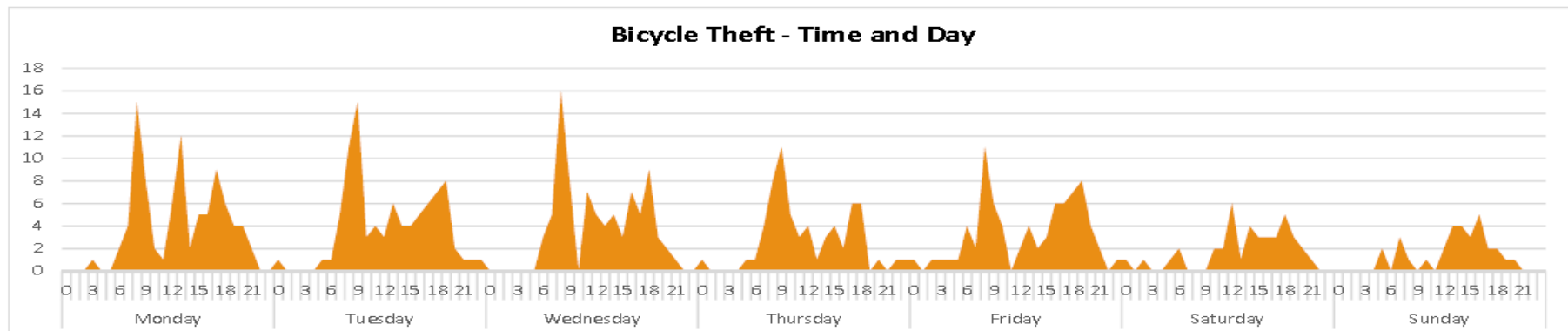
Bicycle Theft

There has been an increase of 29% for bicycle theft compared to the previous 12 months. The rolling 12 months graph demonstrates a strong increasing trend; although this is not mirrored in the monthly breakdown graph. November and December experienced much smaller volumes which has slightly increased in Jan- March but figures still remain low compared to peaks experienced in July, September and October which is causing the impact to the rolling 12 month graph.

A prolific offender has been given a Community Banning Order with the conditions to not enter the City which should also start to impact positively on the figures. Op Romsey has been ongoing which tackles youths on bikes by collating field intelligence via reports and videos and completing stop searches.



Change:	This Month	7%	FYTD	29%	Rolling 12 Month	29%
	Detection Rate FYTD:	4%			National Position:	41
	Positive Outcome Rate FYTD:	4%				





Change:	This Month	38%	FYTD	30%	Rolling 12 Month	30%
	Detection Rate FYTD:	29%			National Position:	43
	Positive Outcome Rate FYTD:	35%				



Shoplifting

There has been a 30% increase in shoplifting reports when comparing the rolling 12 month graphs. The rolling 12 months graph reports a strong increased trend which is not mirrored in the monthly breakdown graph.

Work also continues to encourage understanding and training amongst security guards at local businesses. Shoplifting is a high volume category for the City so an increase experienced here is most likely to impact the crime figures overall. The Patrol Strategy has been targeting this and extra police have been patrolling hotspot locations, especially those premises where there is no longer any security staff. One 'hotspot' store has recently installed facial recognition CCTV, which could start to reduce figures in this store.

The Force Intelligence Bureau have recently been tasked to investigate why figures for shoplifting in Westminster are largely static whilst those in the City are consistently increasing.

All Other Theft

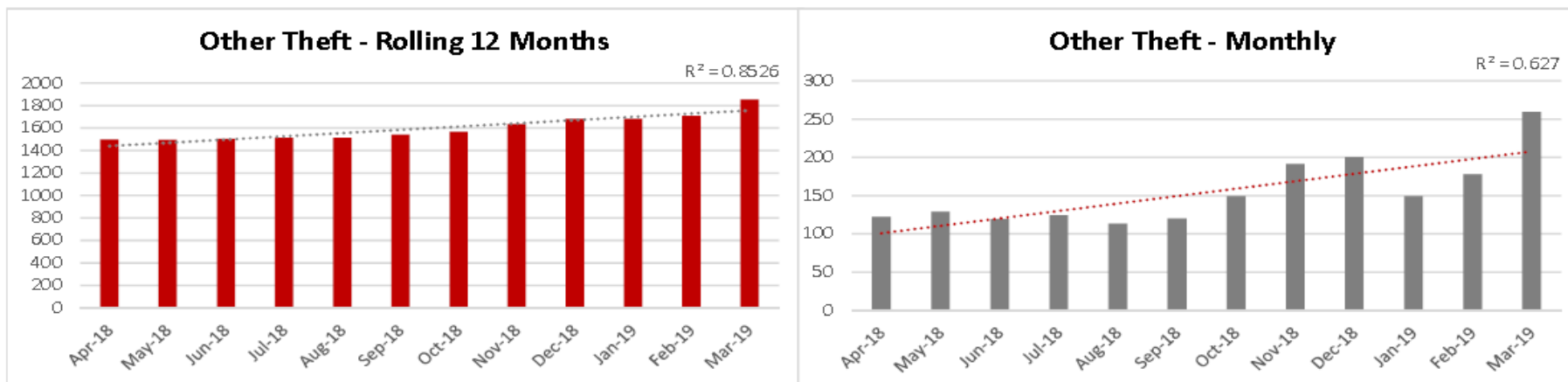
There has been an increase of 24% for 'all other theft' offences. The rolling 12 month graph demonstrates a strong increasing trend which is also demonstrated in the month on month graph. There are likely to be some changes in this category as the Force Crime Registrar has recently reclassified some theft from the person to 'all other theft' so figures could be variable over the next couple of months.

Peak times for offending to occur are Thursday, Friday evenings also demonstrating a link to the NTE.

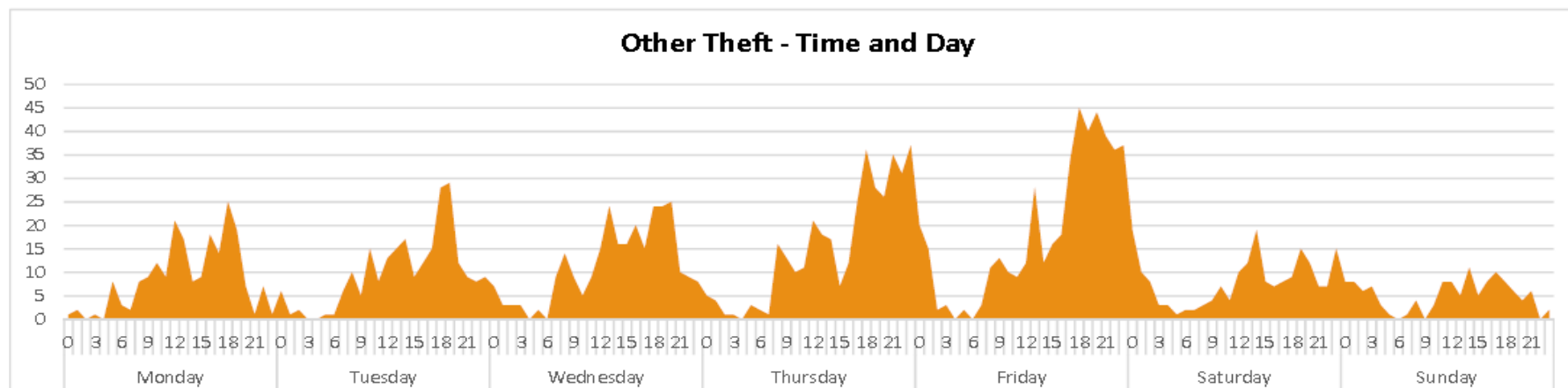
The table below demonstrates the Top 5 stats classifications of the types of crimes that are being reported.

Top 5 Stats Classifications	Volume
Theft - other - including theft by finding	1708
Theft from a vehicle - other than a motor vehicle	57
Making off without payment - Bilking	29
Theft by employee	28
Blackmail	18

Nationally, the overall increase in theft being seen has not been driven by one type of theft, but non-significant increases across many subcategories. Although the Crime Survey for England and Wales shows no statistically significant change in any one type of theft, it is believed there has been genuine increases in vehicle theft, burglary and robbery.



Change:	This Month	46%	FYTD	24%	Rolling 12 Month	24%
	Detection Rate FYTD:	3%			National Position:	40
	Positive Outcome Rate FYTD:	3%				



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Measure 10	Victim Satisfaction	Assessment	NO INFORMATON
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	No information is available for Quarters 2 & 3 due to the Force progressing issues around GDPR and data use. The results below represent the positon for the 1 st Quarter only where the Force was Requires Action.		
VICTIM SATISFACTION			
RESULTS			
GDPR issues around progressing the survey have now been resolved. The Force has made good progress with processing the Victims of Crime Satisfaction data; and the third party supplier has the most recent Force data for sampling interviews to be undertaken. Domestic Abuse work has been prioritised and progress is good and whilst work continues the Force is recovering to its original satisfaction reporting schedule. Once the Q1 2019-20 report is made available it will be published widely for internal and external audiences to ensure transparency and improve levels of public accountability and legitimacy. The Force expects to have the first report by end of Q2 (2019/20) which is in line with the existing reporting schedule.			

Measure 11	Community Satisfaction	Assessment	SATISFACTORY
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	The Force have achieved a feedback response of 81% of street survey respondents stating it does an Excellent or Good job.		
	The Force has achieved a feedback response of 83% of online survey respondents stating it does an Excellent or Good job.		
COMMUNITY SATISFACTION RESULTS			
<p>The survey report has been received by the Force from the survey company. The survey was undertaken through interviewing the public in the street and through an on-line version. These results are presented separately as they have not been amalgamated due to the research methodology applied. A separate, detailed report has been submitted for Members’ information.</p> <p>Respondents were asked to select their three biggest concerns from a list of issues that might affect the City. For both activities (i.e. face-to-face and online), terrorism was the most widely identified concern. The face-to-face respondents’ next biggest concerns were anti-social behaviour, rubbish and litter and drug misuse/dealing; however online respondents were more likely to identify road safety and personal theft among their biggest concerns.</p> <p>The Force have achieved a feedback response of 81% of street survey respondents stating it does an Excellent or Good job.</p> <p>The Force has achieved a feedback response of 83% of online survey respondents stating it does an Excellent or Good job.</p>			
Measure Complete			

CITY OF LONDON POLICE: SUITABLE FOR PUBLICATION

ASB DATA													
ASB	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD
2017-18 (Month)	-	-	-	-	-	129	137	130	131	131	113		770
2018-19 (Month)	109	110	82	97	59	75	72	96	60	32	TBC	TBC	792
ANALYSIS													
Key Findings Due to a data integrity issue that was highlighted at the Crime Standards Board no figures for ASB have been produced since February. The Force Performance Information Unit are working to resolve the issue along with the Chief Inspector I&I. The issue is around officers using the relevant qualifier when recording ASB on Niche. Currently the recording practices used do not give confidence in the figures being extracted from the system and work is being undertaken to improve ASB recording practices so that a retrospective report can be completed as soon as possible to inform on this area. This work is all being overseen by the Crime Standards Board.													

Committee(s):	Date(s):
Police Performance and Resource Management Committee- For information	21 st June 2019
Subject: Human Resources Monitoring Information 1 st October 2018 – 31 st March 2019	Public
Report of: Commissioner of Police Pol 47-19	For Information
Report Author: Julia Perera, HR Director	

Summary

This report sets out the City of London Police ('the Force') Human Resources monitoring data for the period **1st October 2018 – 31st March 2019** unless stated otherwise. The data presented is in the format previously agreed by the Committee. The data in the report includes information on:

- **The Force strength** – which at the end of March 2019 was 735.47 (FTE) Police Officers and 413.02 (FTE) Police Staff which includes PCSOs and a further 20.16 (FTE) Police Staff which includes apprentices and staff that are in funded posts not recorded in our Establishment.
- Please note that the Establishment is at 451.1 for staff and 756 for Officers the strength is based on how many FTE's were in force at the end of March 2019.
- **Sickness** – the average working days lost for Police Officers is 3.4 days and for Police Staff is 4.8 days during the reporting period. For both Police Officers and Police Staff the City of London Police is below the national average.
- **Grievances** – 6 grievance cases have been submitted by 4 Police Officers and 2 Police Staff during the reporting period.
- **Employment Tribunals** – There have been no Employment Tribunal cases submitted during the reporting period.

Recommendation

Members are asked to Note the Report

Main Report

Background

1. The City of London Police Human Resources Directorate provide a performance monitoring report to the Police Performance and Resource Management Sub Committee. This report covers the reporting period between 1st October 2018 and 31th March 2019.

Workforce Management

2. As of 31st March 2019, the City of London Police had an overall strength of 735.47 Police Officers, against an Establishment model of 756. The Establishment is based on the 'agreed Force Structure models. Significant work continues to be taken regarding workforce planning. The Strategic Workforce Planning Meeting which is chaired by 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 boundaries.
3. Recruitment activity is ongoing for Police Officer posts. This targets skill gaps within the force such as Financial Investigators and Firearms Officers.
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. 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 413.02 (FTE) against an Establishment model of 451.1, this indicates a decrease from the same period last year (417.12). 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 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 31/03/2019

Rounded FTE		31/03/14	31/03/15	31/03/16	31/03/17	31/03/18	31/03/2019
Officers	Establishment	732.5	730.5	730.5	735	735	756
	Strength	742	727	698.86	675.49	695.38	735.47
Staff	Establishment	470	460.7	450	468.1	451.10	451.10
	Strength	400	396	413.71	411.46	443.20	413.02
PCSO's (included in the Staff numbers)	Establishment	22	16	22	22	14	6.79
	Strength	12	10	16	11	8	5.79
Specials	Establishment	100	100	100	100	100	100
	Strength	82	61	55	58	73	76
Agency	Establishment						
	Strength	74	31	18	18	33	24
Volunteers	Establishment						
	Strength	15	16	23	21	9	12

6. As per the workforce Plan, the force has scheduled a yearly student officer campaign, the force has also profiled in regular transfer officer campaigns which will target skills that the force require.
7. In 2019/2020 following Strategic Management Board (SMB) approval the force will be undertaking a new process for Student Officer Recruitment which will

aim to attract a diverse range of applicants. This will also assist us in exploring the option of Direct Entry Detectives and Direct Entry Cyber Detectives.

8. In order to meet the Corporate Plan objectives the Force is also undertaking a National Pilot led by the Special's Commander James Phipson 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. 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. The project is well-advanced, with 14 newly recruited volunteers already deployed, and over a hundred in the pipeline. Announcements will be made shortly about partnerships with some major financial institutions under the ESP (Employer Supported Policing) scheme.
9. 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 (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

10. The PDR year runs from April – March for both Police Officers and Police Staff, therefore at this present time we are unable to report on completion rates and scores given for 2018/2019, this will be included in the Monitoring Report which covers the period of April 2019 – September 2019. Following the introduction of the on-line PDR System in April 2018, which allows updates to be made throughout the year in regards to training, development and skills as well as career aspirations, will provide the force with qualitative data which will assist in identifying training needs within the force. This in turn will feed in to our training plans, and workforce planning in terms of skills required and ultimately enable us to meet the corporate plan objectives.
11. 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 are actively participating in the working group to advise on processes and implementation.
12. A new PDR and Skills Matrix reporting system has been implemented as part of the HR systems upgrade. This automated system 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 and reports will be highlighted in future committee reports.

13. The Talent Development Strategy 2017-20 at the City of London Police provides the framework that we use to ensure that we attract, retain and develop our total workforce and ensure our approach is consistent, fair and equitable. The Talent Development delivery plan gives a strategic overview of the framework for the delivery of the plan against define, attract, select, develop, engagement, retention and management of talent linked to the Corporate Plan, clearly outlining the roles and responsibilities across the Force. Action leads from across the Force meet quarterly to monitor implementation of the plan. This will dovetail with the final BAME Action Plan also.
14. Work on the implementation of the Policing Education Qualifications Framework (PEQF) continues with a focus now on costings. Bids from the Higher Education Institutions (HEIs) have been evaluated and a clear 'winner' identified to collaborate with CoLP on the design and delivery of the framework programmes. A potential issue with the costings of the 'winner' have now been clarified (and are within the levy funding threshold) and we will be proceeding imminently following guidance from our colleagues in CoL Procurement.
15. We have recently procured a new first-aid training provider, a company which has a great deal of experience in this field, most notably as the sole provider for first aid training to the National Crime Agency, both in the UK and overseas. Their team is made up of ex-military trauma medics and others with similar emergency service backgrounds. They are creative and innovative in their delivery- for example, using video footage of real-life scenarios and various props including cyber t-shirts to bring anatomy to life, specialised black-out goggles and adrenaline simulator gloves which add to the realism. Despite only starting with us last week, the new package has already made quite an impact on the force with excellent feedback from across all ranks. The course capacity has increased from our previous provider, meaning that more training places are available at a lower cost, resulting in an additional cost saving to the force (approx. £15,000).
16. The Training Needs Analysis remains a priority for the force, we need to better understand the skills that both officers and staff already have, we well as where any training gaps exist. An initial scoping exercise has identified some priority mandatory areas where training is required, work continues to fill these in the most cost-effective and efficient way possible. Workshops will start taking place from June with each department to work through their individual templates, testing that the profiles are accurate, that the detail remains up-to-date and where efforts need to be focussed to find solutions for any skills shortfall.

Training Review Programme

17. The Custody training tracker is closely monitored and all are currently in date with their training. These courses are delivered to both Custody Sergeants and Gaolers to ensure they have the correct knowledge and skills to perform this specialist role, with refreshers providing them with any new knowledge or lessons learned from across our policing partners. During this 6 month period, 19 have been trained as Sergeants and 11 Dedicated Detention Officers. In addition, we have identified certain training needs and delivered bespoke courses as and when required.

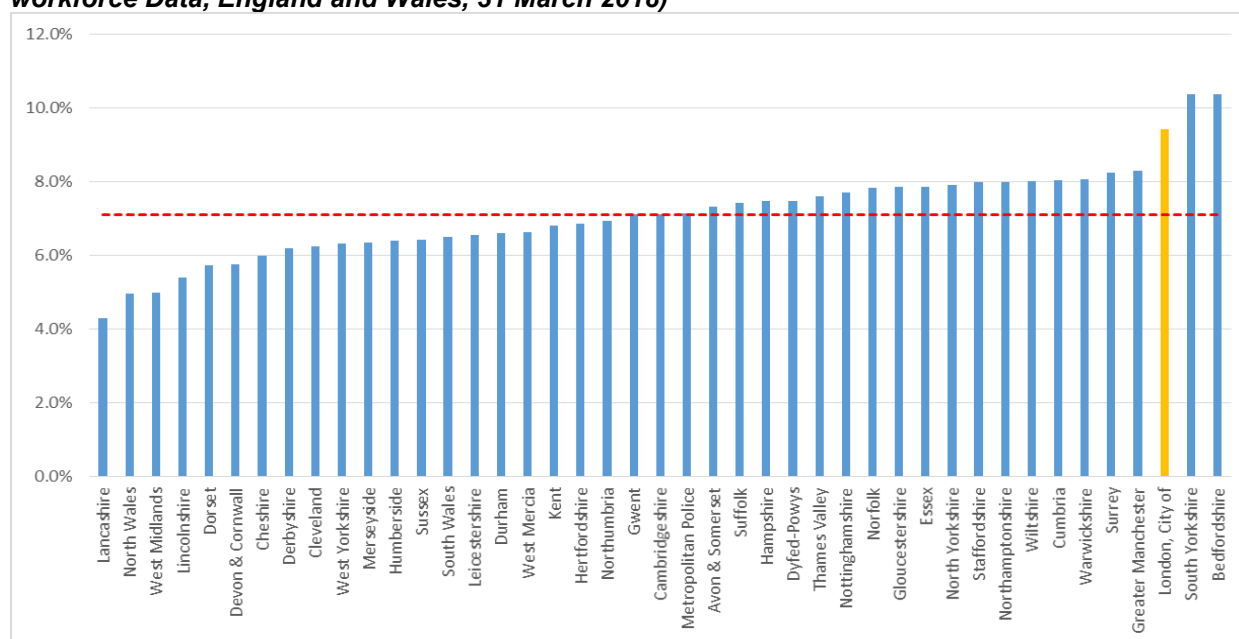
18. A review of non-attendance at training has recently taken place. Following the addition of new mandates (requiring a higher level of authorisation to cancel training) and initiatives working with Internal Communications (to reinforce the importance of attending mandatory training and impact of failing to do so), L&D has witnessed an increase in attendance of just over 50%. A financial value has been added to each student place, based on the National Working Model Calculator, to show the losses incurred by each department as a result of non-attendance, this piece continues to be monitored.
19. As part of the larger 'Transform' piece currently being undertaken by the force, work continues to review our general training provision. In doing so, we are considering collaborative working in areas such as Custody Training and Investigative Training, with a view to not only producing a potential cost-saving, but also making us leaders for best practice. L&D are also proactively identifying commercial opportunities for example the ability to 'sell out' our new classroom space when not in use as well as selling places externally on sought after training courses delivered in central London.
20. Alongside this, L&D continues to focus on its commitment to build a skilled and agile workforce, addressing the skills gaps identified within the Training Needs Analysis and rolling out new Continuous Professional Development (CPD) initiatives for officers and staff to take advantage of. Every week from July 2019, a new 'Ted-Talk'¹ style lecture will take place within L&D classrooms, providing a refresher on a diverse range of topics including forensic examination, road traffic legislation, procurement, and critical incidents.

Labour Turnover

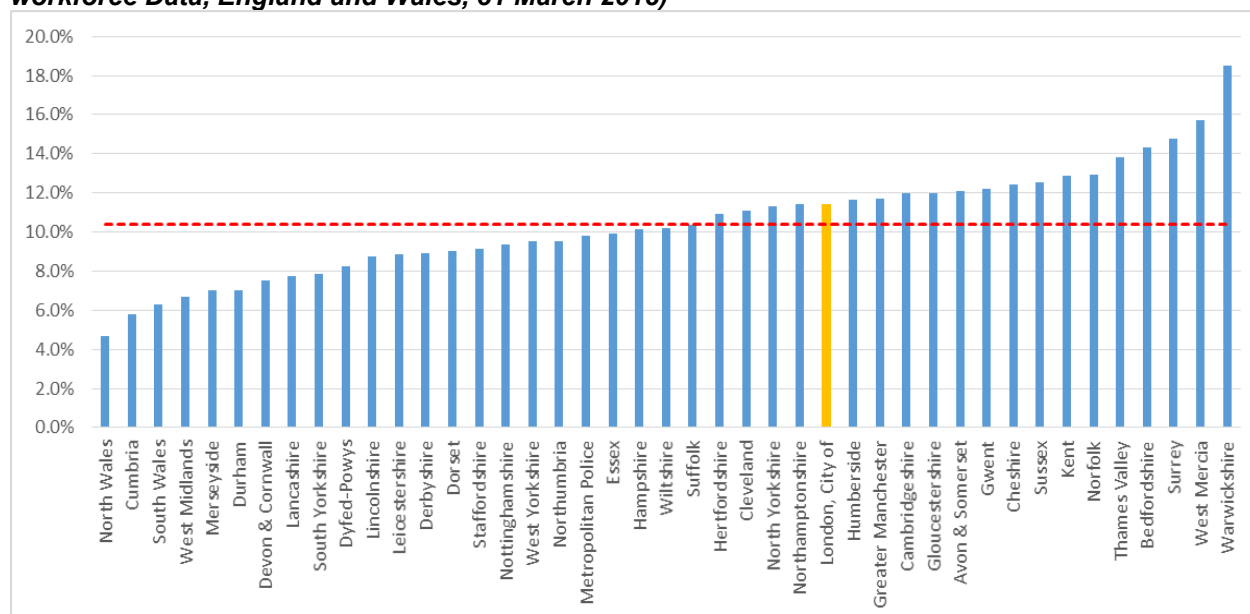
21. During the reporting period, 30 Police Officers and 33 Support Staff left the City of London Police, this equates to a 4% and 7.6% turnover rate respectively. The breakdown of reasons for leaving the Force is provided in the tables below for each staff group; a further five years of data has been added for analysis. Below is also a National Comparison table of Officers/Staff leavers by headcount as a percentage of the total workforce (supplied by Police workforce data).

¹ TED Conferences LLC is a media organization that posts talks online

Graph 1 - Table of Police Officer Leavers (headcount) – National Comparison (Source: Police workforce Data, England and Wales, 31 March 2018)



Graph 2 - Table of Police Staff Leavers (headcount) – National Comparison (Source: Police workforce Data, England and Wales, 31 March 2018)



Breakdown of reasons for Leaving (Officers) Breakdown per Financial Year

Police Officers						
Reason for leaving CoLP	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Death in service	0	0	1	0	0	0
Dismissed	0	1	1	0	1	1
Medical Retirement	3	0	4	1	2	0
Retirement	39	25	37	38	36	35
Transfer	7	2	7	7	9	16
Resignation	16	13	19	15	25	7
Total	65	41	69	61	74	59

Breakdown of reasons for Leaving (Special Constabulary) Breakdown per Financial Year

Special Constabulary						
Reason for leaving CoLP	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Death in service	0	1	0	0	0	0
Resignation	9	11	13	6	14	6
Joined Regulars	1	0	3	0	0	1
Dismissal	0	1	0	0	0	0
Total	10	13	16	6	14	7

Breakdown of reasons for Leaving (Staff) Breakdown per Financial Year

Police Staff						
Reason for leaving CoLP	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Death in service	0	0	0	0	1	1
Dismissed	1	4	3	1	1	1
Medical Retirement	1	0	1	1	1	0
Retirement	11	5	3	6	3	10
Transfer	1	1	7	3	2	0
Resignation (incl end of contract)	43	42	52	42	37	49
(To join the Police Service, not CoLP)	1	6	0	0	2	2
Redundancy	-	-	-	-	6	-
End of Secondment	-	-	-	-	-	1
Total	58	58	66	53	53	64

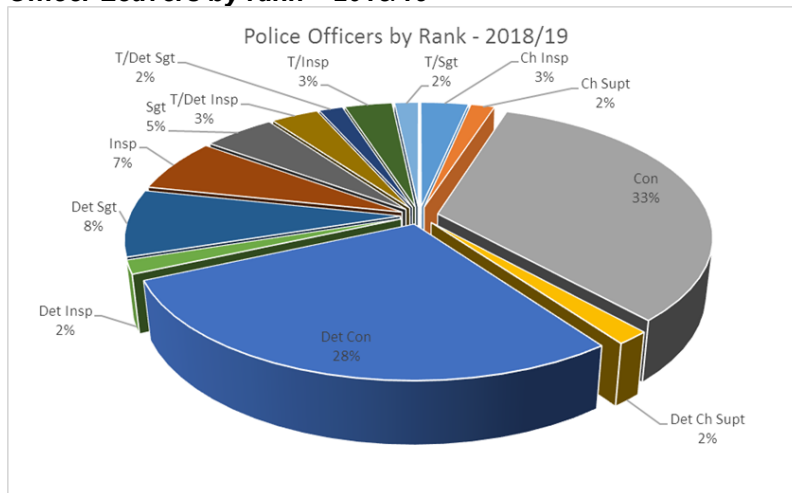
22. The below tables show a breakdown for Police Officers and staff leavers during the 2018/19 period by Directorate. In 2018/19, 59 Officers left the force with the highest number (15) leaving from ECD and (23) UPD. The primary reason for police officers leaving within UPD is retirement and voluntary resignations; within ECD the primary leaving reasons are resignations. The majority of transfers are to the Metropolitan Police (21%) with 2% of transfers going to Thames Valley, Essex and BTP respectively. In the 2018/19 financial year a total of 17 DC's left the force (9 Retirements, 5 Voluntary resignations, 3 Transfers to other forces).
23. In 2018 there were a total of 2 Transferee and Rejoiner campaigns for the DC rank. These campaigns generated 135 applications and in the same period there was a total of 47 new DC joiners. As of March 2019 the current DC applicant pool consists of 23 applicants; this indicates a healthy selection pool for any future vacancies that may arise for this rank.
24. Police Staff had a total of 64 Staff leaving the force in the reporting period, the highest number of leavers come from both BSD (24) and ECD (18), 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, this correlates with the proportion of the CoLP workforce.
25. HR has now implemented a new simplified and electronic exit interview form captured using Survey Monkey which allows the force to capture Exit Interview

data with greater detail and assist with further analysis into resignation reasons amongst all CoLP Police Officers/Staff.

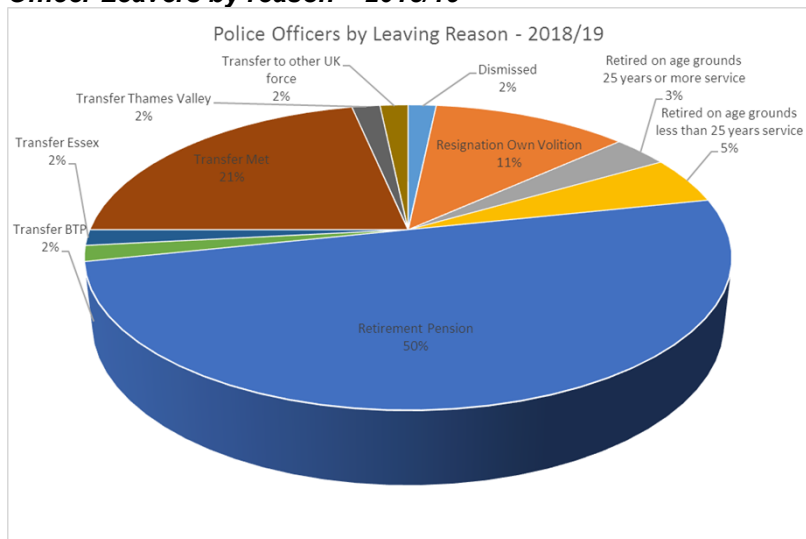
Officer Leaver's breakdown by Directorate

Directorate	2018									2019			Total
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
BSD	-		-	-	-	1	1	1	-		1	-	4
Crime	-	1	-	1	-	-	-	1	-	4	2	-	9
Economic Crime	2		3	2	2	1	2	1			2	-	15
Intelligence and Information	-	2	-	-	1	-	-	-	2	-	-	3	8
Uniform Policing	2	1		2	2	6		1	1	3	2	3	23
Total	4	4	3	5	5	8	3	4	3	7	7	6	59

Officer Leavers by rank – 2018/19



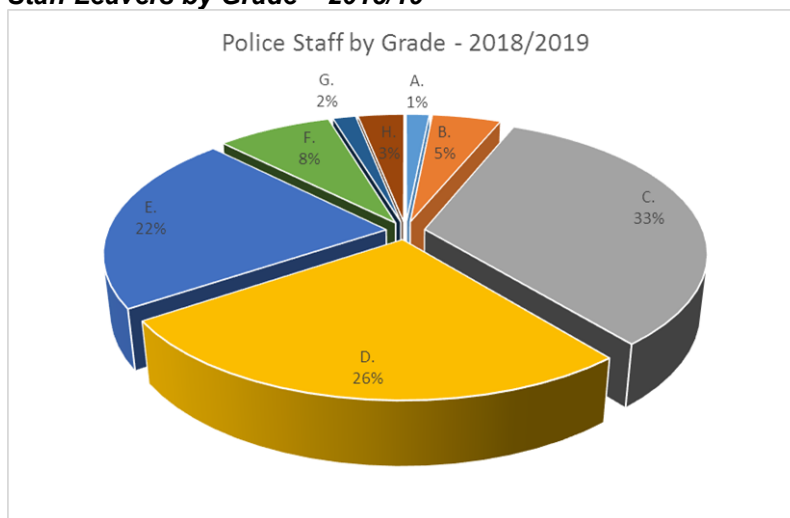
Officer Leavers by reason – 2018/19



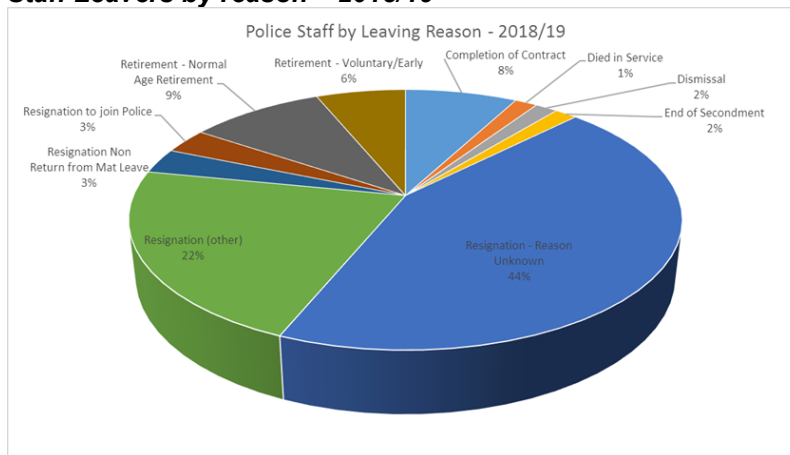
Staff Leavers Breakdown for Staff

Directorate	2018									2019			Total
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
BSD	3	1	-	1	1	5	2	4	1	4		2	24
Crime	-	2	-	-	1			1	2	1	1	1	9
Economic Crime	3	2	1	1	2	4	1	-	1	1	1	1	18
Intelligence and Information	-	2	-	-	-	-	1	2	-	3	-	1	9
Uniform Policing	-	2	-	-	-	-	-	-	-	1	1		4
Total	6	9	1	2	4	9	4	7	4	10	3	5	64

Staff Leavers by Grade – 2018/19



Staff Leavers by reason – 2018/19



Recruitment

26. In the reporting period of 1 April 2018 – 31st March 2019 The City of London Police have run 101 Police Officer recruitment/selection Campaigns, this does not include the Probationer or rolling transferee campaigns. There has also been four promotion campaigns, these were at the rank of Superintendent, Chief Inspector, Inspector, Sergeant and Constable – Inspector Fast Track campaign also took place and one officer is now on the programme following successful selection at the College of Policing.
27. 112 Police Staff recruitment and selection campaigns have taken place during the same period.
28. 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 assessments. As a result further recruitment campaigns are required.

Police Officer Recruitment

29. 38 Police Officers were recruited during the reporting period (1st October 2018-31st March 2019) of which 37 are from transferee campaigns and 1 Direct Entry Superintendent, which is part of the College of Policing yearly programme.
30. A new online recruitment system recently introduced will enable candidates to track where they sit in the application process. This system will also enable us to hold select lists for certain campaigns which include holding data (applicant pools) for potential future campaigns. The new online recruitment system which was launched in April 2019, 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

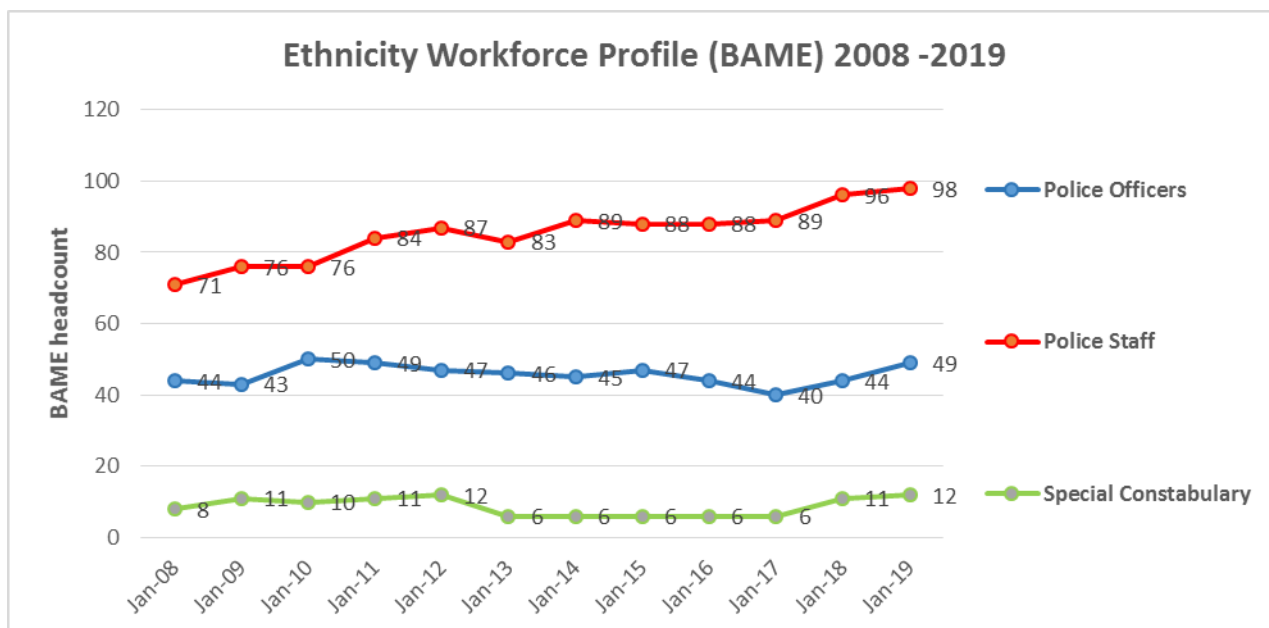
31. A total of 13 police staff have been appointed to substantive and fixed-term roles during the reporting period (1st October 2018-31st March 2019).

Equality and Inclusion

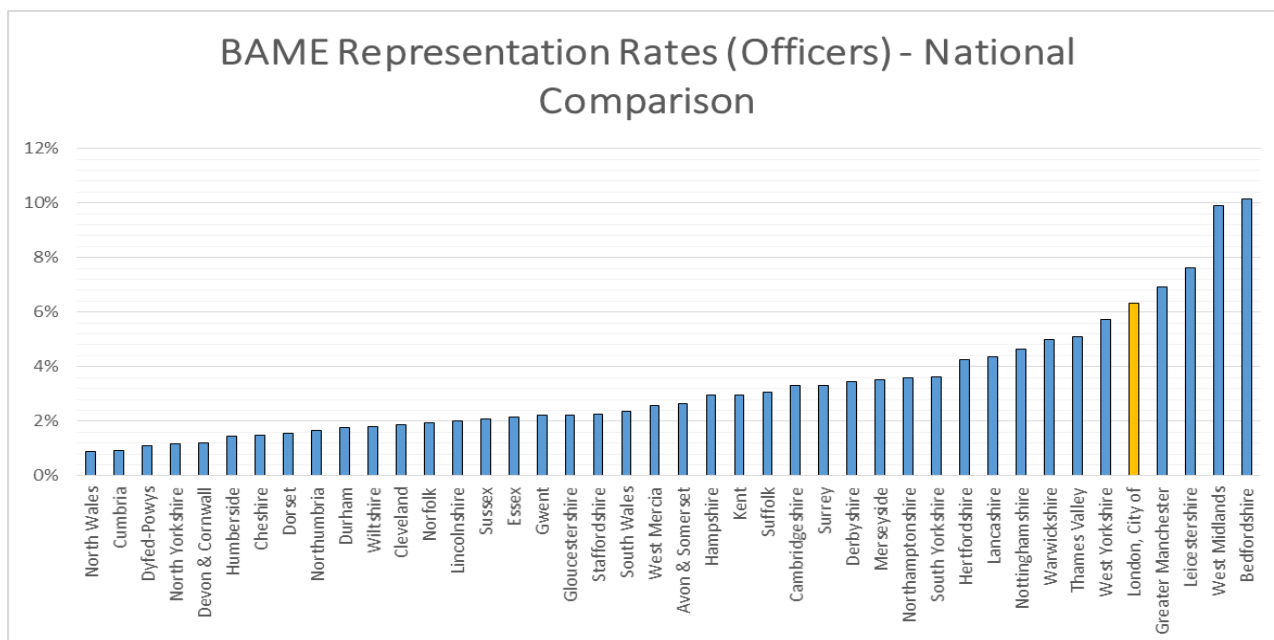
32. As per the graph below, at the end of January 2019, there has been an increase in the number of Black, Asian and Minority Ethnic (BAME) Police Staff and officer numbers from the previous year. When compared nationally the CoLP is ranked as second highest among all National forces for BAME staff representation rates and fifth highest for officer representation.
33. The Force is developing a BAME Action plan that is underpinned by the NPCC Workforce Representation, Attraction, Recruitment, Progression and Retention Delivery toolkit which will drive further changes in this area. The Force, as an example, is advertising more widely and is supporting internal applicants through Application Writing and Interview workshops. The Force's Equality and

Inclusion Board continues to oversee the work on the plan and how BAME representation can be further improved in the Force.

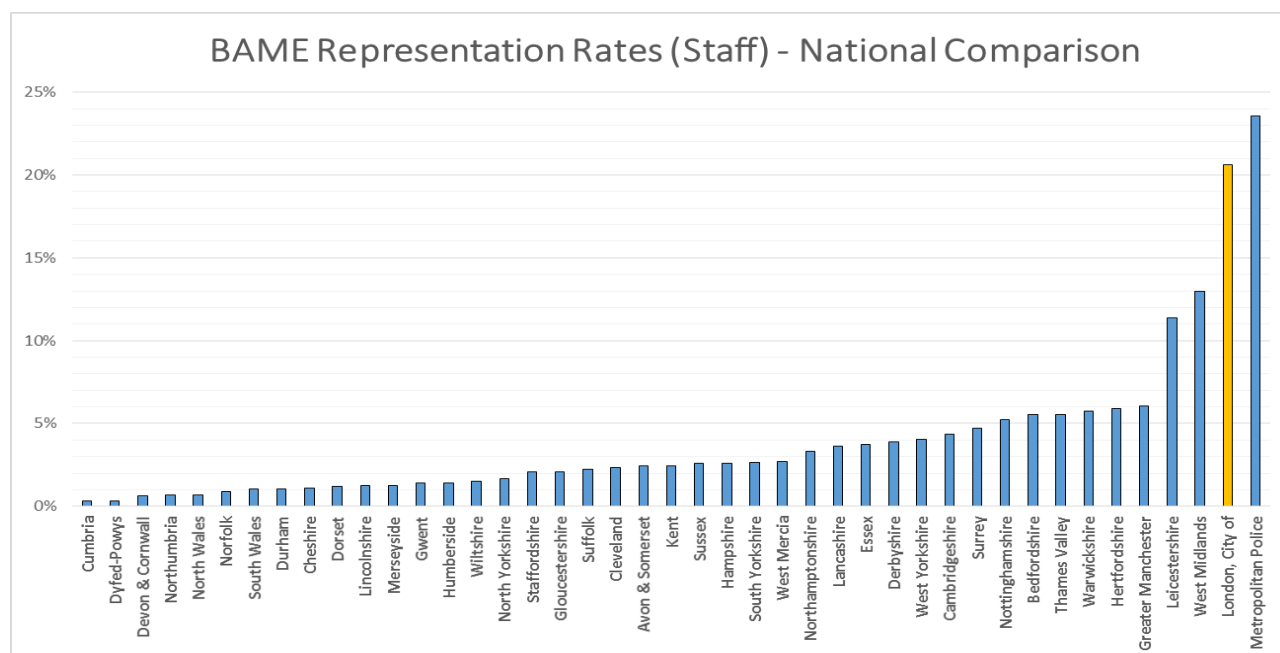
Ethnicity Workforce Profile



Officer BAME representation - National Comparison (Police workforce Data, England and Wales, 31 March 2018)



Staff BAME representation - National Comparison (Police workforce Data, England and Wales, 31 March 2018)



Gender

34. 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 26 applicants 3 were female and all 3 passed initial sift for final assessment with all 3 female applicants passing this assessment.
35. 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 increased for the reporting period which sits slightly under the national average.

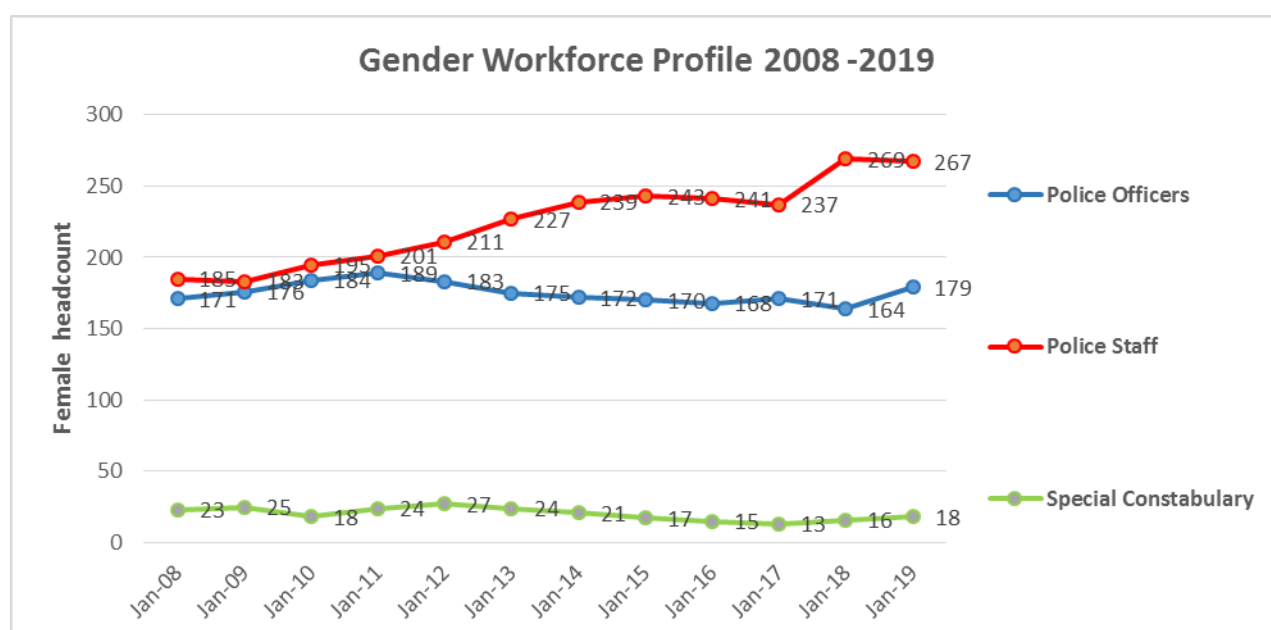
Gender Comparison – Officers (2019)



Gender Comparison – Staff (2019)



Workforce Female Gender Profile – 2008-2019



Disability – 31st March 2019

36. There are currently 23 Police Officers and 15 Police Staff who identify themselves as having a disability.
37. As of 31st March 2019, 15 Officers and 5 members of staff are working under 'recuperative duties' (short term) and we currently have 19 Officers on adjusted duties (long term). "Adjusted Duties" came into effect as a result of the 'Limited Duties' Police regulation in January 2015 for all forces and relates to Officers whose duties fall short of full deployment in respect of workforce adjustments (including reasonable adjustments under the Equality Act 2010). For an Officer to be placed on adjusted duties, he/she must a) be attending work on a regular basis and b) be working for the full number of hours for which he/she is paid (in either full time or part time substantive role).

Sexual Orientation - 31st March 2019

38. All Police Officers and Police Staff are invited to define their sexual orientation on application to the City of London Police. Across the workforce 10 staff members and Police Officers have identified themselves as lesbian, gay or bisexual with 164 employees choosing not to disclose this information.

Age - 31st March 2019

39. The current age profile of the Police Staff workforce ranges between 20 and 60+. There are currently 163 Police Staff aged 50 and over. 290 members of staff are between the ages of 22 and 49.
40. The age profile of Police Officers ranges between 20 and 60. Police Officers can retire once 30/35 (depending on pension scheme) years' service has been completed. The Force currently has 19 Officers who are eligible to retire immediately and a further 31 Officers who are approaching retirement in 2019/20. UPD have the highest projected retirements with 15 Officers approaching retirement age and 7 officers eligible to retire immediately.

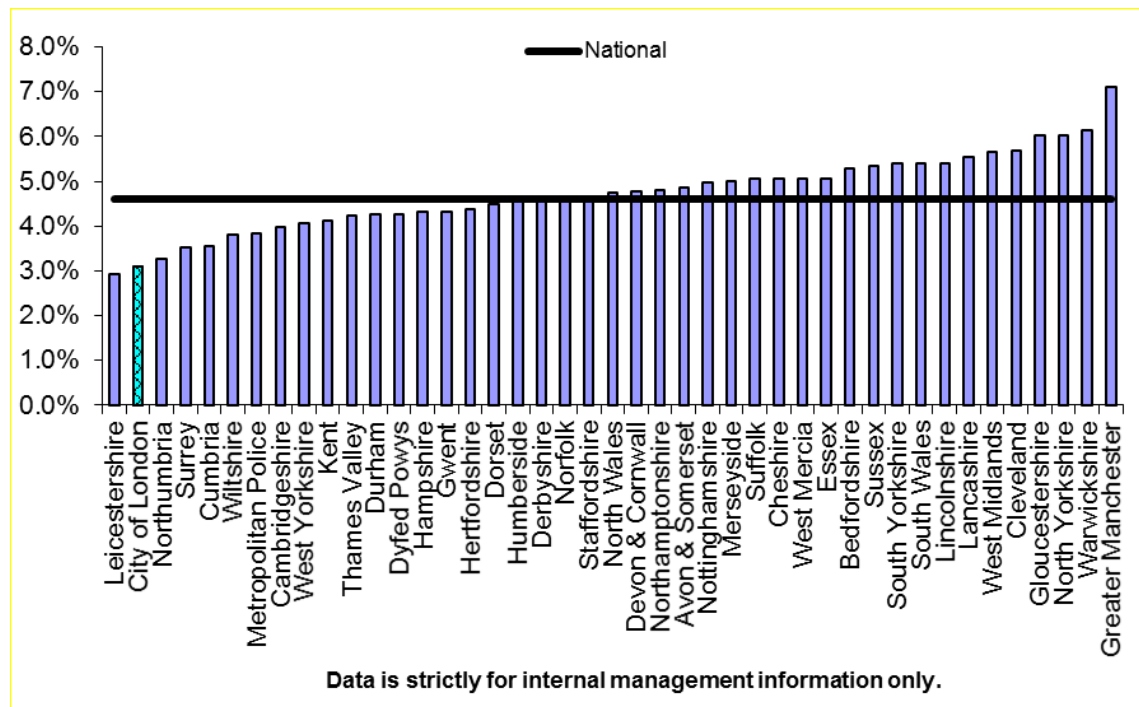
Religion and Belief - 31st March 2019

41. Currently 15.8% of the total workforce (Police Officers and Police Staff) identify themselves as 'Christian'; 2.2% as 'Muslim'; 11.4% as 'another religion'; 17.4% as having no religious belief; 53.1% have chosen not to disclose their religion or belief.

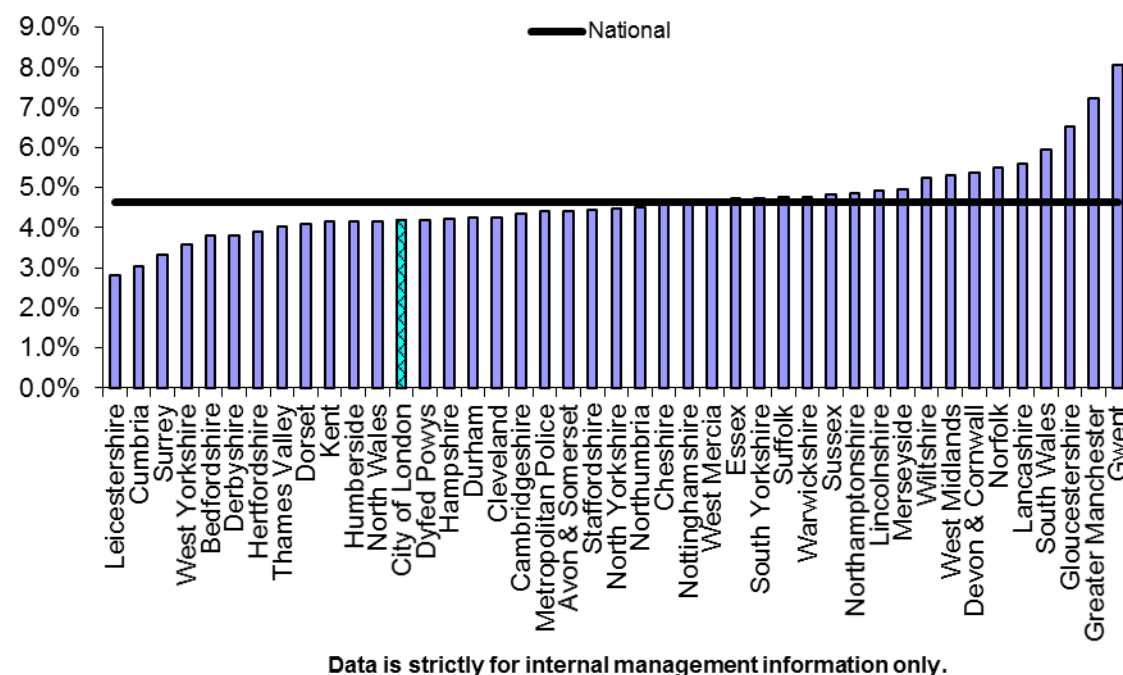
Sickness Absence Management - 31st March 2019

42. The Home Office and Her Majesty's Inspectorate of Constabulary (HMIC) monitor sickness absence by working hours lost against 'percentage of contracted hours'. During 2017/18, in percentage terms, (working time lost / contracted hours available) this is 3.1% for Police Officers and 4.2% 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 2019 (data sourced from I-Quanta)

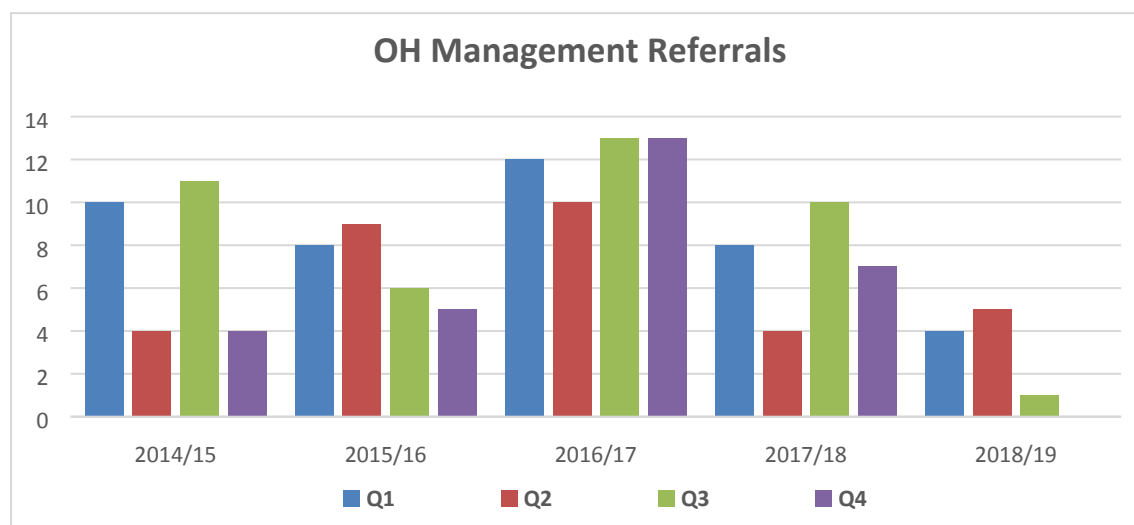


Police Staff sickness data – year ending March 2019 (data sourced from I-Quanta)



43. The City of London uses working days lost as a comparator. The average working days lost for Officers are 3.4 against a target of 6 and staff 4.8 against a target of 7 (for the reporting period).

44. 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 (1st October 2018 – 31-March 2019)

45. During the reporting period a total of 6 grievances have been raised which consisted of 2 grievances from Police Staff and 4 grievances from Police Officers.
46. The City of London Police did not receive any new Employment Tribunal claims within the reporting period.

Well Being

47. The Force has a Well Being Champion– Chief Supt Glenn Maleary who had a remit to lead this area forward in the Force Health and Safety Board and enshrine the ethos throughout the Force. The Force has a wide ranging timetable of wellbeing initiatives which links directly to the needs of our workforce.
48. The Force has also implemented a Well Being Framework for 2017 – 2021 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.
49. The Wellbeing Framework provides managers and staff with guidance on how to support wellbeing and highlights initiatives and events that are available to our workforce such as Prostate Cancer awareness, National Cholesterol Month and Ovarian Cancer awareness.

Staff Survey

- 50. 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.
- 51. The Force had one of the highest return rates of any of the Forces that undertook this survey with the results being presented to the Force at the later end of 2017.
- 52. The Key findings were around perceived fairness, perceived hindrance stressors and perceived lack of ethical and supportive leadership.
- 53. T/Chief Inspector Luke Baldock has been appointed as a tactical lead. This has led to the adoption of the 8 Commitments to staff based on the survey findings, with the action plan supporting this which is available to view through the internal Talkback portal. Talkback itself was also relaunched as an online forum for staff to raise concerns, ideas and receive responses. This has been well adopted and is now busy with conversation. The Force is currently reviewing how and when it will conduct the next Staff Survey with a report to the next Strategic Management Board to be considered in July 2019.
- 54. Members are asked to note the report.

Julia Perera

HR Director

T: 0207 601 2478

E: julia.perera@cityoflondon.pnn.police.uk

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Committee(s) Performance and Resource Management Committee- For Information	Date(s): 21 st June 2019
Subject: BAME Draft Action Plan 2019-2025	Public
Report of: Commissioner of Police Pol 49-19	For Information
Report author: Assistant Commissioner Alistair Sutherland	

Summary

At the November 2018 meeting of your Committee, the Assistant Commissioner undertook to provide Members with the Force BAME Action Plan (OR 19/2018/P). This document has been in development throughout this period. It is still a draft Plan and is in the process of being circulated to relevant stakeholders for consultation, including the Staff Support Networks. Departmental owners for the actions are being proposed and agreed and the plan is to present it at the Force's next Equality and Inclusion Board on the 24th June 2019 chaired by the Assistant Commissioner.

Chief Inspector McKoy who is the current lead on the plan, has been working with colleagues from Human Resources and Organisational Development to develop and finalise the plan.

The plan has been drafted based on the National Police Chiefs Council (NPCC) Workforce Representation, Attraction, Recruitment, Progression and Retention Toolkit 2018-25.

Recommendation(s)

It is recommended that Members

- note the report and the draft plan
- provide appropriate and constructive feedback if desired to the lead contact Chief Inspector McKoy by 23rd June

Main Report

Background

1. The Force has long recognised the need to improve its performance in certain areas of Representation, Attraction, Recruitment, Progression and Retention of the Workforce and has had previous iterations of a BAME Action Plan. Owing to developments nationally with the production of an NPCC toolkit and an increased impetus on recruitment after a prolonged period of recruitment freeze because of austerity, the Force has refreshed its approach to improving its performance in this area.

2. At your November 2018 meeting of the Performance and Resource Management Committee, as borne out in previous HR Monitoring Reports to your Committee, it is evident that the Force still needs to do further work in this area and the Assistant Commissioner undertook to bring the Force's refreshed BAME Action Plan back to the Committee 6 months from the November Committee for Members information.

Current Position

3. The refreshed plan is still a draft Plan but is in the final stages of development. It is in the process of being circulated to relevant stakeholders for consultation, including the Staff Support Networks. Early feedback has already been received from key staff internally on the plan including better identification of actual deliverables and outcomes. Departmental owners are being discussed and agreed with the Assistant Commissioner (AC) and the plan is to present it at the Force's next Equality and Inclusion Board on the 24th June 2019 chaired by the AC.
4. The plan has been drafted and based on the National Police Chiefs Council (NPCC) Workforce Representation, Attraction, Recruitment, Progression and Retention Toolkit 2018-25.
5. The Force has been realistic in its objectives and set the plan to focus on 5 priority areas which are key for the City of London Police, they are Attraction, Selection, Development, Retention and Progression.
6. Delivery of the Plan will be monitored at the Force Equality and Inclusion Board.

Corporate & Strategic Implications

7. The BAME Action Plan supports the *City of London Police Corporate plan objective*:

- **To have an innovative, skilled and agile workforce** in a culture that supports and empowers our people.

Which in turn supports the objective:

- **To make the City of London the safest city area in the world**, regarded as a centre of excellence for protective security.

8. The BAME Action Plan supports the *City of London Corporation Corporate Plan objective*:

To Support a thriving economy

- We have access to skills and talent we need.

Which in turn supports the objective:

To Contribute to a flourishing society

- People are safe and feel safe.

Conclusion

9. The Force is keen to improve its performance in the recruitment, retention and progression of BAME officers and staff and recognises that this is key to representing the community it serves.

Appendices

- Appendix 1 – Draft BAME Action Plan

Contact:

Hector McKoy (on behalf of the Assistant Commissioner)

Chief Inspector I&I

T: 020 7332 2582

E: Hector.Mckoy@cityoflondon.pnn.police.uk

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Action plan focussed on BAME police officers and police staff

Workforce Attraction, Selection, Development, Retention, &
Progression
2019-2025

Ch. Insp. Hector McKoy

PURPOSE OF THE PLAN

EQUALITY ACT 2010: PUBLIC SECTOR EQUALITY DUTY

The **public sector Equality Duty**, which came into force on 5 April 2011. The Equality Duty ensures that all public bodies play their part in making society fairer by tackling discrimination and providing equality of opportunity for all.

The Equality Duty has three aims. It requires public bodies to have **due regard** to the need to:

- **eliminate unlawful discrimination**, harassment, victimisation and any other conduct prohibited by the Act;
- **advance equality of opportunity** between people who share a protected characteristic and people who do not share it; and
- **foster good relations** between people who share a protected characteristic and people who do not share it.

NPCC National Police Chiefs' Council/Association of Police and Crime Commissioners

2025 VISION

Our vision is that by 2025 policing will be a profession with a more representative workforce that will align the right skills, powers and experience to meet challenging requirements.

NATIONAL POLICE CHIEFS COUNCIL PLEDGE

As Chief Constables both individually and as a collective, we recognise the significant work that has been undertaken to embed diversity, equality and inclusion into our workforce and into the services we provide to our communities. However, we recognise there is still significantly more to be done and we do not underestimate the effort needed to truly embed it within all that we do.

1. We are committed to ensure we better understand the composition of our communities and that having a truly diverse workforce that reflects those communities not only has great benefits for the organisation but also for the public we serve.
2. We agree there is not a 'one size fits all' approach to diversity, equality and inclusion and the local response needs to be tailor made to ensure local needs are addressed. A truly diverse workforce and service provision is one that reflects the nine protected characteristics and goes beyond to value difference.
3. We recognise and support the priority Government has given to tackling race disparity and commit to ensuring we address those issues in line with that agenda.
4. We aspire to be an employer of choice for people across our communities.
5. We will create an inclusive culture where people feel confident to provide information about themselves.
6. We recognise the legal obligations we have as leaders and are committed to ensuring these are met.
7. We also recognise the moral basis for diversity, equality and inclusion and how delivery of this strategy and associated toolkits strengthens both the legitimacy of policing and our operational outcomes.
8. We recognise the importance of having a strong evidence base for our decision making and will continually improve our approach based upon the research undertaken.
9. We agree that as a police service we sometimes create disparity but also have to deal with the consequence of disparity within other parts of the public sector system. We are committed to understanding disparity within policing and to explaining that disparity. If we cannot, we will reform. Furthermore, we are committed to working with partners to develop a whole system response that will help reduce and ultimately seek to eliminate disparity and create a truly diverse and inclusive service

City of London

The City of London is the historic heart of London, packed with history, commercial activity and culture. It is the world centre of international financial and business services, as well as home to many iconic buildings and visitor attractions. The City has a thriving night time economy, with over 900 licenced premises. The City of London has a demographic profile which is not replicated anywhere else: a residential population of 8,000, over 500,000 people travel in to work every day, alongside thousands of visitors and tourists.

Our reach extends far beyond the Square Mile's boundaries and across private, public and charitable and community sector responsibilities. This, enables us to promote the interests of people and organisations across London and the UK and play a valued role on the world stage.

The lifeline of the City, the River Thames, flows at the south of the City's boundaries and it borders the boroughs of Southwark, Tower Hamlets, Hackney, Islington, Camden and the City of Westminster.

Within all this is a rich diverse mix of people of different ethnicities, cultures and background and in order to provide a Policing service to the City of London we need to ensure we have a good understanding of the people we police and their needs.

We must also acknowledge that there is a divide between the Police and the diverse communities we serve and we should be committed to addressing this through improving our understanding and working relationship with these very communities and ensuring we have a Police service that reflects at all levels the diversity of London and in particular the City of London.

City of London Ethnicity Data

Previously we have used the City of London's resident population (around 6%) but now we have moved to the City of London's workforce population (21%).

We have looked at the diversity make-up of the City of London (the City) to use as a baseline.

According to the Economic Research team at the City of London Corporation (CoLC), in 2011, 39% of the City's workforce were female (compared to 61% male) and 21% of the City's workforce were Black, Asian or Minority Ethnic (BAME) (compared to 79% non-BAME).

According to Chief Constable Gareth Wilson, the lead on diversity for the National Police Chiefs Council (NPCC), the latest figures show that only 7% of police officers are from a black or minority ethnic (BAME) background, compared to 14% of the population as a whole.

The table below shows us how the Home Office have measured our population (which is 21.4) based on the City of London workforce.

Ethnicity of officers and proportion of BAME of population

Rank	Force	Total Police Ranks	Proportion of BAME Officers	Proportion of BAME Population	BAME officers at 31/03/2017	Change between 31.03.17 - 31.03.18	% change between 31.03.17 - 31.03.18	diff in % and pop	Ch insp & above
25	City of London	44	6.3	21.4	40	4	10.7	15.0	4

Therefore it is imperative that we take action to address this gap in order to improve trust and confidence within the communities we serve and of course to help us to better our investigations, gather intelligence and solving crimes through having the diversity we need to think differently within our Police service.

How this Plan is structured

This Action plan focuses on BAME police officers and police staff, it looks at the workforce Attraction, Selection, Development, Retention and Progression.

The Action plan has a number of deliverables which aim to meet the 'purpose of the plan' outlined above.

ROLES AND RESPONSIBILITIES FOR DELIVERY OF THE PLAN

Commissioner
The Commissioner will lead the Force Senior Leadership Team in adopting and being actively responsible for delivering the principles of the Plan.
Assistant Commissioner
The Assistant Commissioner is the Force Executive Sponsor for Equality and Inclusion and through the Equality and Inclusion Board will ensure the effective implementation of the Plan and designation of a budget.
Human Resources Directorate
HRD is responsible for supporting delivery of the Plan.
Chief Officer Team (CoT)
CoT are actively responsible for supporting the Plan
Equality and Inclusion Board– Chaired by the Assistant Commissioner
Consisting of cross directorate representation, as well as the Equality and Inclusion lead in order to ensure ownership and delivery of the Plan
Senior Leadership Teams (SLT)
Members of SLTs will be responsible for driving forward the Plan by ensuring that staff embed it as part of day to day working practices within their directorates.
Managers
All line managers must take responsibility in ensuring that the Plan becomes business as usual.
Individuals
All individuals to take responsibility for the delivery of the Plan.
Role of organisation
In order for the Plan to be successful, Directorate Senior Leadership Teams, Organisational Development, Human Resources, the Equality and Inclusion Manager, managers and staff will work in partnership with the rest of the organisation to support the continued delivery of the Plan.

SETTING THE FOUNDATIONS FOR SUCCESSFUL DELIVERY OF THE PLAN

Areas of work	Deliverables	Person(s) responsible	Progress update	RAG status	Delivery date
1. Evidence	<ul style="list-style-type: none"> i. Collate and analyse the data of the current position in relation to attraction, selection, development, retention, and progression for BAME colleagues. ii. Make organisational decisions in relation to the future position in relation to attraction, selection, development, retention and progression for BAME colleagues. 				
2. Senior Leadership Team active engagement	<ul style="list-style-type: none"> i. Identify SLT sponsor for agreement and delivery of the plan. ii. Briefing with the SLT sponsor to outline the purpose of the plan, key ambitions and key deliverables. iii. Development of PDR objectives for the SLT focussed on the Plan for BAME colleagues within their operational command. 				
3. Resources	<ul style="list-style-type: none"> i. Established budgetary requirements to enable the CoLP to deliver the plan 				

	successfully				
4. Governance	ii. Establish Working Group to include membership and Terms of Reference				
5 PRIORITY AREAS					
1. Attraction	i. Management Information: Identify the current BAME workforce and establish the way forward in line with organisational requirements. ii. Create an advertising strategy to ensure improved candidate attraction. iii. Review and develop CoLP brand/employer proposition in relation to recruitment in order to ensure better candidate experience. iv. Consider external Charters that the Force would like to achieve and work towards their implementation. v. Consider long term engagement with schools, colleges and universities in order to attract a wider and more diverse talent pool. vi. Promote the Force through individual membership of professional Networks.				
2. Selection	i. Selection and Promotion Panel Members to be trained on				

	<p>Recruitment and Selection best practice.</p> <p>ii. Ensure that each Selection or Promotion Board has a diverse representation where possible.</p> <p>iii. Ensure that useful and detailed feedback is received by all internal candidates.</p> <p>iv. Provide support to BAME colleagues on selection processes i.e. application filling/interviews coaching and mentoring.</p>				
<p>3. Development</p> <p>Page 223</p>	<p>i. CoLP's mentoring schemes to be promoted to BAME colleagues.</p> <p>ii. Police leaders to progress the implementation of 'reverse mentoring' to be more engaged with their workforce.</p> <p>iii. Development plans to be in place to meet individual career aspirations.</p> <p>iv. Promoting recognition of prior experience and learning (RPL) of staff/College of Policing.</p> <p>v. Sponsorship Proposal supported by BPA Chair.</p> <p>vi. Promoting College of Policing and other membership bodies e.g. Open University Centre for Policing Research and Learning) to support the professional and personal development of BAME colleagues.</p>				

	vii. Selection and Promotion Panel Members to be trained to be aware of unconscious bias.				
4. Retention	i. Identify the current BAME attrition rate and review exit questionnaire findings to inform future plans. ii. Liaise with BPA and AMP to undertake work to establish why colleagues stay or maybe thinking of leaving and use this information to inform future strategy.				
5. Progression	i. Police Leaders (SLT) should take responsibility to understand issues that affect BAME colleagues. ii. Promoting Fast Track opportunities to BAME networks (i.e. providing support through selection process) iii. Offering CPD Workshops and opportunities to upskill BAME colleagues. iv. Establishing links with the College of Policing in order to have early notice of opportunities to support the progression of BAME colleagues.				

Committee(s): Police: Performance and Resource Management Committee	Date(s): 21 st June 2019
Subject: Community Survey Results 2018/19	Public
Report of: Commissioner of Police Pol 46-19	For Information
Report author: Paul Adams, Head of Governance & Risk	

Summary

This report summarises 2018/19 Community Survey Results. Our community satisfaction survey was commissioned to get a census of opinion around local issues, community safety and policing from a mixture of the City population comprising of residents, those working in the City and visitors.

The survey results were obtained from 511 face to face interviews and 482 responses from an online questionnaire. Overall, the respondents felt safe in the City, with “81% face-to-face and 83% online feel the Police are doing a good or excellent job”.

From the survey, the majority of respondents generally feel safe in the City. Of the online respondents, 90% of online respondents feel safe in the City during the day and 65% feeling feel safe after dark. There was another 19% that felt neither safe nor unsafe. Whilst with face-to-face respondents, 96% of respondents feel safe in the City during the day and 84% feel safe after dark.

This is a marked improvement from last year when less than 80% of respondents felt safe within the City which led to a Requires Action assessment of the Policing Plan measure, leading to recommendations being made for improvement.

There were some disparities between the face to face and online respondents in their responses to similar sets of questions however there was a commonality of terrorism being top concern for both groups. The other significant concerns were anti-social behaviour, personal theft, road safety and drug misuse/dealing.

Large majorities of respondents felt confident that they would receive a good level of service if they were to report a crime to City of London Police. Those that did lack some confidence in the level of service were influenced by a number of reasons, “a previous negative experience of the service, believing that the Police lack the resources needed to respond appropriately, and scepticism that the Police care about or respond to minor crimes.”

Overall the survey paints a broadly positive public perception of the Force.

Recommendation

Members are asked to note the report.

Main Report

Background

1. Opinion Research Services (ORS) was commissioned by City of London Police to conduct the survey using face-to-face interviews and an online questionnaire to obtain views around local issues, community safety and policing. The face-to-face interviews were conducted at different times of the day and at various locations across the City to capture a broad range of people as possible.
2. This was the first time ORS and their methodology had been used following the decision by the Force for City of London Police Corporate Communications to be given the remit to manage all organisational surveys.
3. Although the questions were broadly similar to those asked of participants in last year's survey, due the use of ORS and their data collection methodology we are not able to make a like for like comparison between last year and this year's survey results. Therefore the results from this year's survey will form the basis of a baseline for future trend analysis.

Current Position

4. The full analysis of the survey is presented to Members for information and scrutiny. Part of the result is used to report against measure 11 within the Policing Plan and this is reflected in a satisfactory score against this measure based on the returns from the public regarding the question around how well they thought the Force was doing. Feedback from the street survey scored 81% assessment of the Force doing an 'excellent or good' job, with 83% scored from the online responses.
5. This report is presented for information highlighting the results of a community satisfaction survey comprising of the results of 511 face to face interviews, which took place between 5th and 18th November 2018 and the responses of 482 completed an online questionnaires between 6th and 30th November 2018. Although the question sets were largely the same for the two groups, due to key methodological differences used by the survey company the results could not be aggregated together, therefore the analysis had to be completed separately and the results reported respectively under face-to-face and online results.
6. Terrorism was once again the top concern of respondents, replacing Road Safety from last year's survey. 130 out 511 face-to-face interviewees and 216 out of 482 online respondents ranked terrorism as their number one concern in the City.
7. The full survey report is presented in **Appendix A** of this report for Members to note.
8. Of note are the priorities identified by the public that are influenced more by the activities of the local authority if you exclude terrorism which was the top response.

9. Face To Face results top priorities (excluding terrorism)
 - 1) Anti-Social Behaviour
 - 2) Road Safety
 - 3) Rubbish & Litter on the Street
10. Online results top priorities (excluding terrorism)
 - 1) Road Safety
 - 2) Personal Theft
 - 3) Rough Sleeping
11. This demonstrates that the public perceives road safety as a key concern which is led by the City of London Corporation. While the Force supports the Corporation in enforcement activity for this priority there is clear evidence that the roads are perceived as not being as safe for pedestrians as they could be. This suggests that the Road Danger Reduction Plan could be re- evaluated to see if further improvements can be made.
12. Although not in the top three concerns traffic congestion was the 5th largest concern for face to face & online results (excluding terrorism). The response to traffic congestion is the responsibility of the City of London Corporation.
13. The survey results are used to inform the development of Policing Plan priorities. This is the first year the Force has undertaken the survey using ORS methodology and these results are set as a baseline for the 2019 survey which will be used to develop the new iteration of the Policing Plan as the current plan cycle draws to a close. Our 2019/20 Policing Plan retains the agreed set of priorities currently reported to Committee where Terrorism and Roads Policing are two of our 11 Policing Plan measures.
14. Following discussions at the Force Performance Management Group in March 2019 where the full report on the survey was presented, the survey results were forwarded to the Head of Community Safety within Safer City Partnership for their information and attention. This is to ensure that the City of London Corporation was fully aware of the information collected by the Force to inform their plans and activities in response to public feedback.

Corporate & Strategic Implications

15. The Force operates an annual Planning Cycle publishing a Policing Plan covering a three year period. 2019/20 represented the final year of the current cycle, the results from this survey and any undertaken in 2019 will be used to refresh the current Policing Plan and develop appropriate measures to address concerns raised within this survey.
16. The Force Policing Plan 2020-2023 will be developed to support the Force and City of London Corporate Plan aspirations, with particular reference to the aim of delivering a police service that is valued by the community. Survey feedback will

be used to formulate measures which will address public concerns and ensure the Force delivers on its corporate aspirations.

Conclusion

17. The Force has reviewed the survey results and determined that the Policing Plan Priorities for 2019/20 will remain the same to finish the current plan cycle with the addition of ASB as a priority. The results of this survey will be cross referenced to any survey results collated in 2019 to inform the development of the new Policing Plan Priorities for the next planning cycle.

Appendices

- Appendix A – Community Survey Report

Paul Adams

Head of Governance & Risk

T: 020 7601 2593

E: paul.adams@cityoflondon.pnn.police.uk



City of London Police

Community Satisfaction Survey



Final summary report

Opinion Research Services

January 2019



City of London Police

Community Satisfaction Survey



Final summary report by Opinion Research Services

Opinion Research Services

The Strand • Swansea • SA1 1AF

01792 535300 | www.ors.org.uk | info@ors.org.uk

As with all our studies, findings from this survey are subject to Opinion Research Services' Standard Terms and Conditions of Contract.

Any press release or publication of the findings of this survey requires the advance approval of ORS. Such approval will only be refused on the grounds of inaccuracy or misrepresentation

This version of the report will be deemed to have been accepted by the client if ORS has not been informed of any amendments within a reasonable period of time (1 month).

This study was conducted in accordance with ISO 20252:2012

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The ORS Project Team

Project design, management and reporting

Anna Shakeshaft

Alys Thomas

Fieldwork management

Leanne Hurlow

Data analysis

Richard Harris

Matjaž Bone

Sheng Yang

Peter Maggs

1. Project Overview

Introduction

- 1.1 Opinion Research Services (ORS) was commissioned by City of London Police (CoLP) to undertake two activities:

Firstly, a community satisfaction survey using a face-to-face methodology, and;

Additionally, an online questionnaire based on the same questions as the face-to-face survey.

- 1.2 The purpose of these two activities was to obtain the views of individuals with a connection to the City of London (whether resident in the City, working in the City, or simply visiting) around local issues, community safety and policing.

Methodology and response

- 1.3 The face-to-face survey consisted of 511 interviews, conducted at various on-street locations within the City of London using a Computer Assisted Personal Interviewing (CAPI) methodology between 5th and 18th November 2018.
- 1.4 Quotas were placed on age group and on the respondent's connection to the area (i.e. whether resident in, working in, or visiting the City) to ensure a broad spread of individuals. Although interviewers were permitted to interview a proportion of tourists as part of the 'visitor' quota, the majority of these interviews were conducted with more regular or longstanding visitors to the City of London.
- 1.5 The online questionnaire was setup and hosted by ORS and promoted by the Communications team at City of London Police. It received a total of 482 responses between 6th and 30th November 2018.
- 1.6 Although the questions asked in the face-to-face survey and the online questionnaire were more or less identical, the two methodologies used were very different. For example, the face-to-face survey was led by an ORS interviewer, whereas the online questionnaire was designed for self-completion by the respondent. Moreover, while loose controls (based on the respondent's age and their connection to the City) were applied to the face-to-face survey, no such controls were applied to the online questionnaire, which was intentionally made widely available for any interested party to complete.
- 1.7 Because of these key methodological differences, it would be inappropriate to simply amalgamate or merge the results from the two activities. They are therefore reported separately in the main body of this report; however, some broad comparisons between the two sets of results have been made in the short executive summary.
- 1.8 The tables that appear on the following two pages show the profile of the response to the two activities. Please note that the figures may not always sum to 100% due to rounding.
- 1.9 It can be seen that, compared with the online activity, proportionally more visitors, and fewer workers, took part in the face-to-face activity. The face-to-face also achieved a somewhat younger age profile, with proportionally more respondents aged 16 to 34 (41%, compared with 18% of online respondents).
- 1.10 The gender profile was similar for both activities, with more males than females taking part.

Face-to-face respondents

Table 1: Connection with the City of London - All Face-to-Face Respondents

Gender	Count	Valid %
Resident	99	19%
Work in the City	242	47%
Visitor	169	33%
Total valid responses	510	100
<i>Not known</i>	<i>1</i>	<i>-</i>

Table 2: Age - All Face-to-Face Respondents

Gender	Count	Valid %
16-34	212	41%
35-54	201	39%
55+	98	19%
Total responses	511	100

Table 3: Gender - All Face-to-Face Respondents

Gender	Count	Valid %
Male	289	57%
Female	222	43%
Total responses	511	100

Online respondents

Table 4: Connection with the City of London - All Online Respondents

Gender	Count	Valid %
Resident	69	16%
Work in the City	338	77%
Visitor	29	7%
Other	5	1%
Total valid responses	431	100
<i>Not known</i>	<i>41</i>	<i>-</i>

Table 5: Age - All Online Respondents

Gender	Count	Valid %
16-34	79	18%
35-54	242	55%
55+	122	28%
Total valid responses	443	100
<i>Not known</i>	<i>39</i>	<i>-</i>

Table 6: Gender - All Online Respondents

Gender	Count	Valid %
Male	256	59%
Female	180	41%
Total valid responses	436	100
<i>Not known</i>	46	-

Interpretation of the Data

- ^{1.11} Where percentages do not sum to 100, this may be due to computer rounding, the exclusion of “don’t know” categories, or multiple answers.
- ^{1.12} Graphics are used extensively in this report to make it as user friendly as possible. The pie charts and other graphics show the proportions (percentages) of respondents making relevant responses. Where possible, the colours of the charts have been standardised with a ‘traffic light’ system in which:
- Green shades represent positive responses
 - Beige and purple/blue shades represent neither positive nor negative responses
 - Red shades represent negative responses
 - The bolder shades are used to highlight responses at the ‘extremes’, for example, very satisfied or very dissatisfied.

Acknowledgements

- ^{1.13} ORS would like to thank Paul Adams and Teresa La Thangue at CoLP for their help and assistance in developing the project. We would also like to thank the 511 face-to-face and 482 online respondents who took part, without whose valuable input the research would not have been possible.

2. Executive Summary

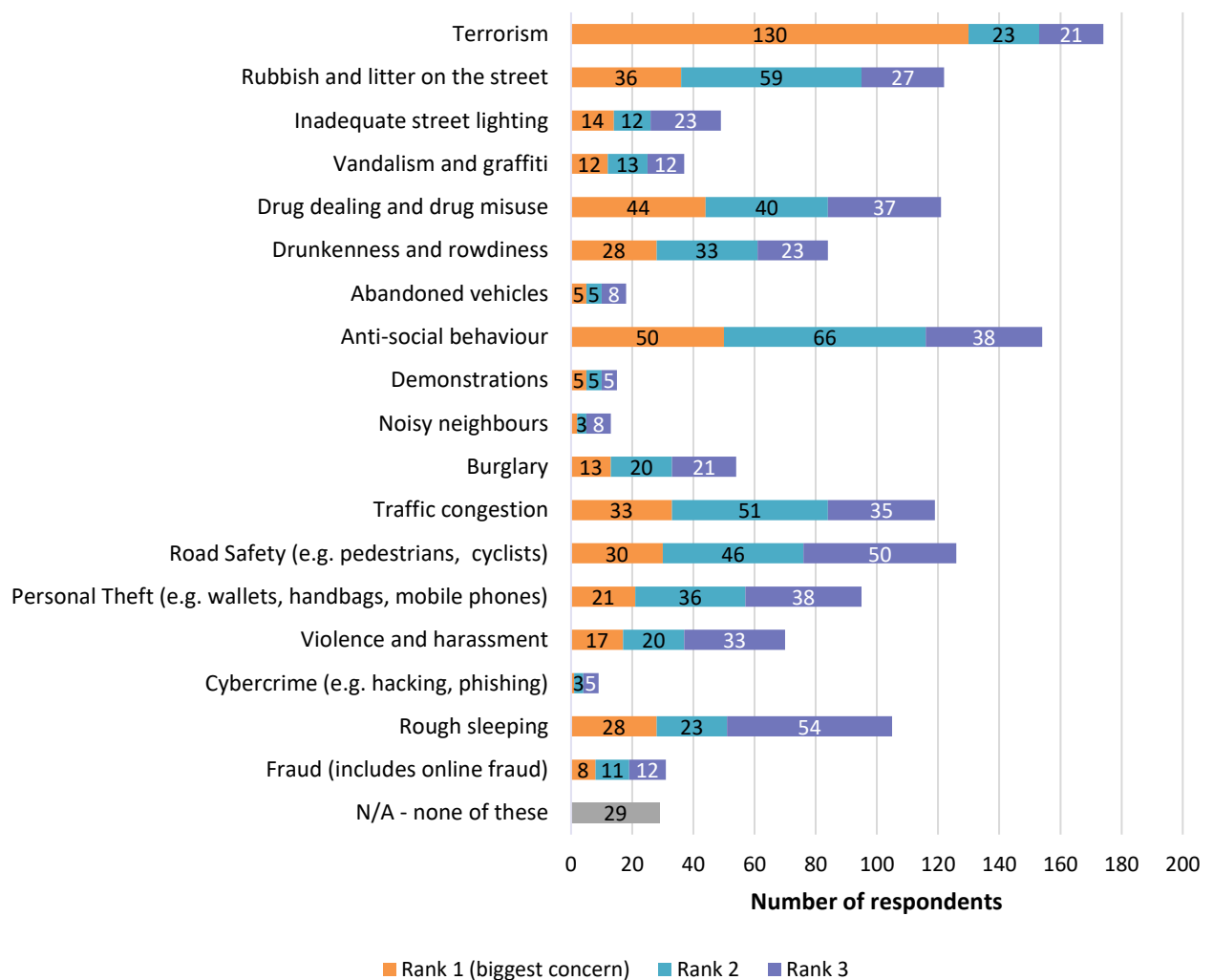
- ^{2.1} Respondents were asked to select their three biggest concerns from a list of issues that might affect the City. For both activities (i.e. face-to-face and online), terrorism was the most widely identified concern. The face-to-face respondents' next biggest concerns were anti-social behaviour, rubbish and litter and drug misuse/dealing; however online respondents were more likely to identify road safety and personal theft among their biggest concerns.
- ^{2.2} Respondents generally feel safe in the City; however, 16% of online respondents indicated that they felt either very unsafe or fairly unsafe after dark.
- ^{2.3} Significant minorities of respondents (41% face-to-face and 28% online) said that they worry about being a victim of crime at least some of the time.
- ^{2.4} In general, and across both activities, respondents have a positive view of the Police, and large majorities of respondents (81% face-to-face and 83% online) feel the Police are doing a good or excellent job.
- ^{2.5} Across both activities, substantial majorities agreed that, if they were to have contact with the Police, the Police would treat them with respect, would be friendly and approachable, would treat them fairly, and would act with integrity. However, slightly lower majorities of respondents agreed that the Police understand their local concerns (and again, this was the case for both of the activities).
- ^{2.6} Large majorities of respondents feel confident that they would receive a good level of service if they were to report a crime to CoLP, although fewer online respondents indicated that they would feel 'very confident' (32%, compared with 48% of face-to-face respondents).
- ^{2.7} The most common reasons for lacking confidence in the level of service were: a previous negative experience of the service, believing that the Police lack the resources needed to respond appropriately, and scepticism that the Police care about or respond to minor crimes.
- ^{2.8} Respondents were asked how they would prefer to receive information from CoLP. The CoLP website, regular emails and Twitter were among the more frequently provided answers for both sets of respondents.

3. Face-to-face results

*Out of the following categories please can you tell me which three concern you the most in the City?
And can you rank them in order where 1 is the issue that concerns you most?*

- 3.1 Respondents were provided with a list of issues that might affect the City of London, before being asked to identify their first, second and third biggest concerns from that list. The chart below summarises the choices made.
- 3.2 It can be seen that terrorism was most commonly selected as a top three issue, as well as the being the most widely identified highest concern (i.e. ranked first) – by 130 respondents. Anti-social behaviour was also a prominent concern, along with drug dealing and misuse, rubbish and litter, road safety and traffic congestion.

Figure 1: Number of respondents selecting each issue as a first, second or third greatest concern (from a list provided)



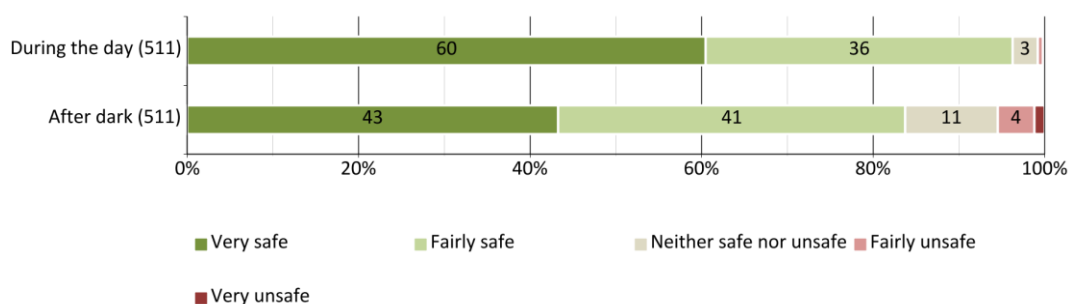
- 3.3 ORS also conducted a rank analysis which confirmed terrorism as respondents' biggest concern, ahead of anti-social behaviour, rubbish and litter and drug dealing.

In terms of personal security, how safe or unsafe do you feel in the City...?

- 3.4 The vast majority (96%) of respondents feel safe in the City during the day. A substantial proportion (84%) feel safe after dark; however less than half (43%) feel very safe, and 1 in 20 (5%) feel unsafe.
- 3.5 Feelings of safety after dark are somewhat lower among residents (77% feel safe, compared with 84% overall).

Figure 2: In terms of personal security, how safe or unsafe do you feel in the City...?

Base: All Respondents (number of respondents shown in brackets)

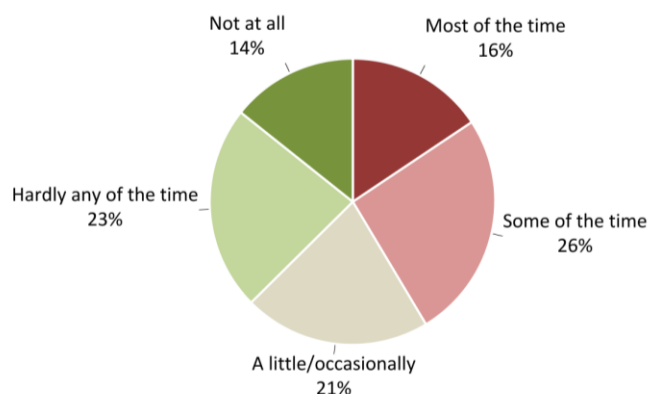


How often, if at all, do you worry about becoming a victim of crime in the City?

- 3.6 Respondents were fairly split in response to the question about how often they worry about becoming a victim of crime in the City. Just over two fifths worry either most (16%) or some (26%) of the time, while just under two fifths worry either hardly any of the time (23%) or not at all (14%). The remaining fifth or so (21%) of respondents worry a little/occasionally.

Figure 3: How often, if at all, do you worry about becoming a victim of crime in the City?

Base: All Respondents (510)

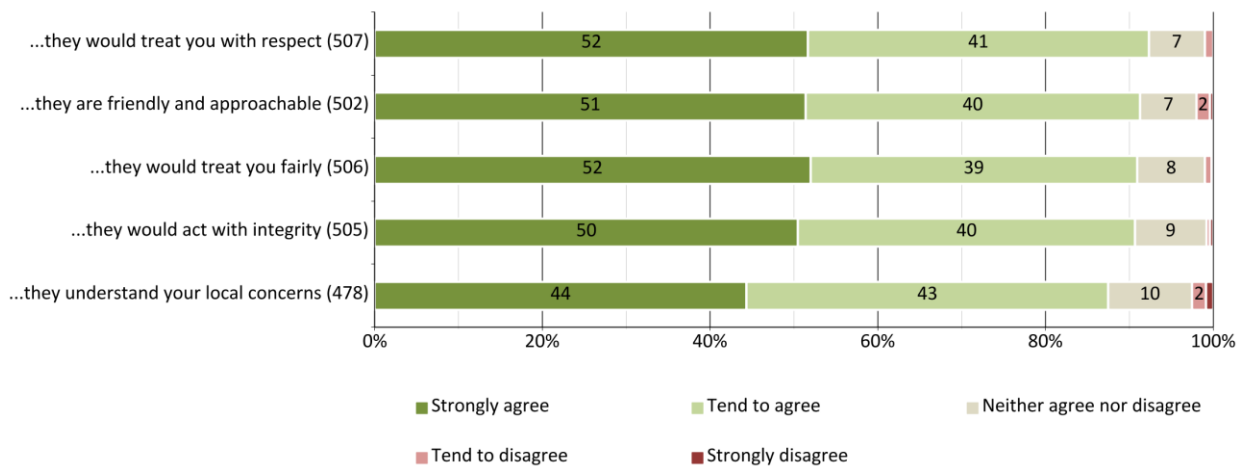


Thinking only about if you were to have contact with the City of London police, how much do you agree or disagree with the following? City of London Police...

- 3.7 Respondents generally hold positive views about the City of London Police: more than 9 in 10 feel that, were they to have contact with the Police, the Police would treat them with respect (92%), would act with integrity (91%), would treat them fairly (91%), and that the Police are friendly and approachable (91%). Slightly fewer, but still a substantial majority (87%), feel the Police understand their local concerns.

Figure 4: Thinking only about if you were to have contact with the City of London police, how much do you agree or disagree with the following?

Base: All Respondents (number of respondents shown in brackets)

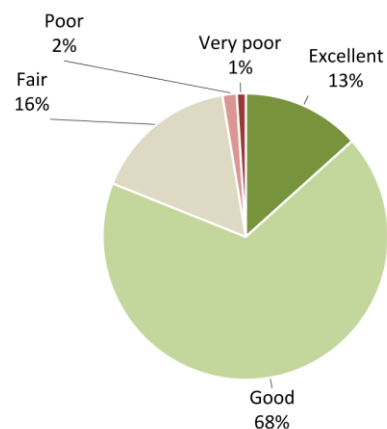


How good or poor a job do you think City of London Police are doing?

- 3.8 Around four fifths of respondents (81%) feel that CoLP is doing either an excellent (13%) or a good (68%) job. While 16% feel that CoLP is only doing a fair job, just 3% feel it is doing a poor or very poor job.

Figure 5: How good or poor a job do you think City of London Police are doing?

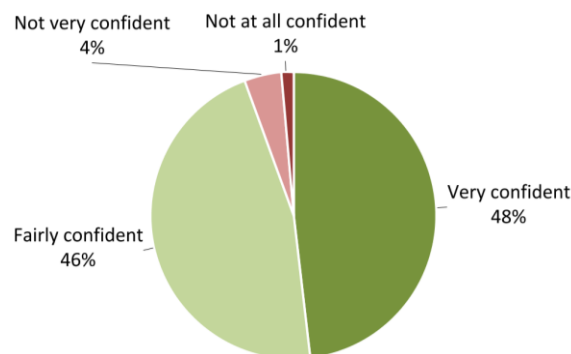
Base: All Respondents (500)



If you were to report a crime or incident in the future how confident are you that you would receive a good service from City of London Police?

- 3.9 Respondents were generally confident that they would receive a good service from CoLP if they were to report a crime in the future. Just under half (48%) were very confident and a similar proportion were fairly confident (46%).
- 3.10 However, 6% of respondents were either not very or not at all confident. These respondents were asked to explain why they were not more confident about receiving a good service: the most common reasons included: a previous negative experience after reporting a crime or ASB, scepticism about whether the Police respond to minor crimes, and doubts about whether the Police are adequately resourced.

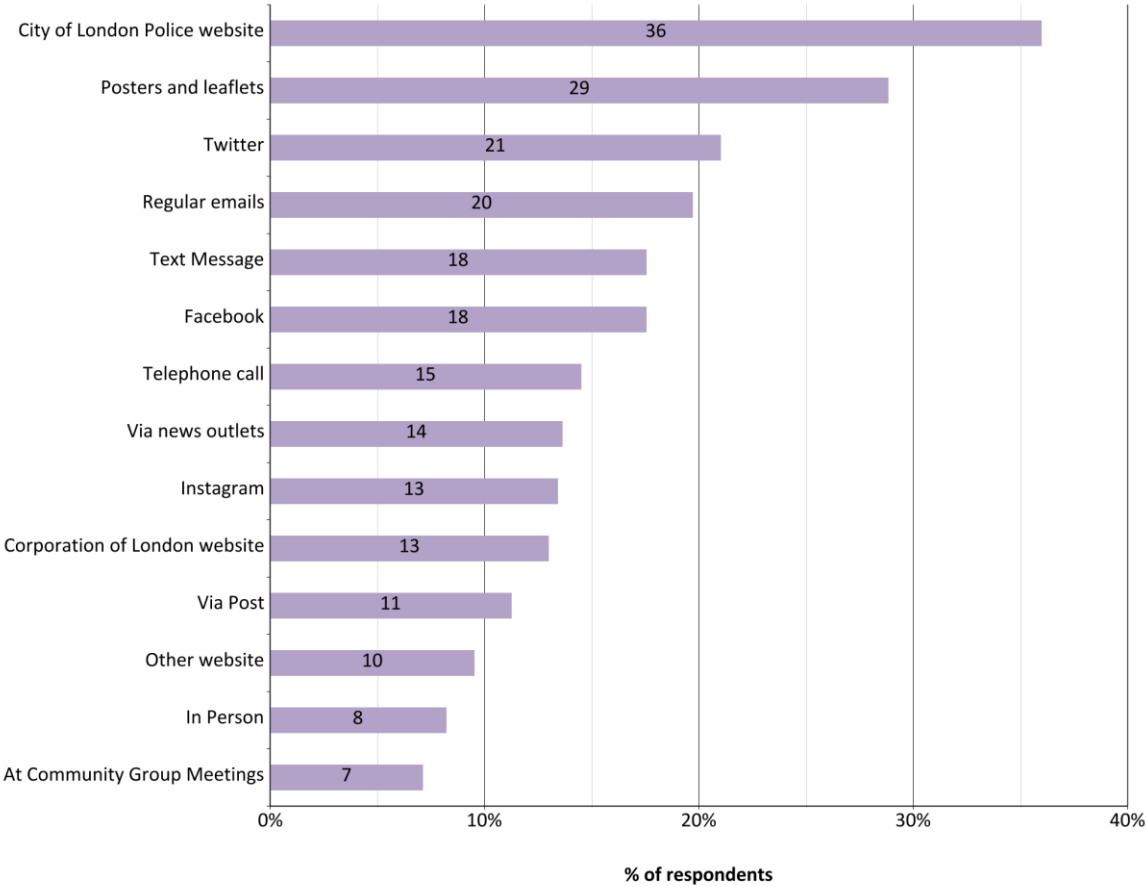
Figure 6: If you were to report a crime or incident in the future how confident are you that you would receive a good service from City of London Police?
Base: All Respondents (501)



How would you prefer to receive information from the City of London Police? Choose up to 3 options.

- 3.11 Respondents were asked to identify (from a list) the top three ways in which they would like to receive information from CoLP. The most popular of the listed information sources were the CoLP website (36%) posters and leaflets (29%), Twitter (21%) and regular emails (20%).

Figure 7: How would you prefer to receive information from the City of London Police? Choose up to 3.
Base: All Respondents (461. NB: the remaining 50 respondents indicated - without prompting - that they would not want to receive information)

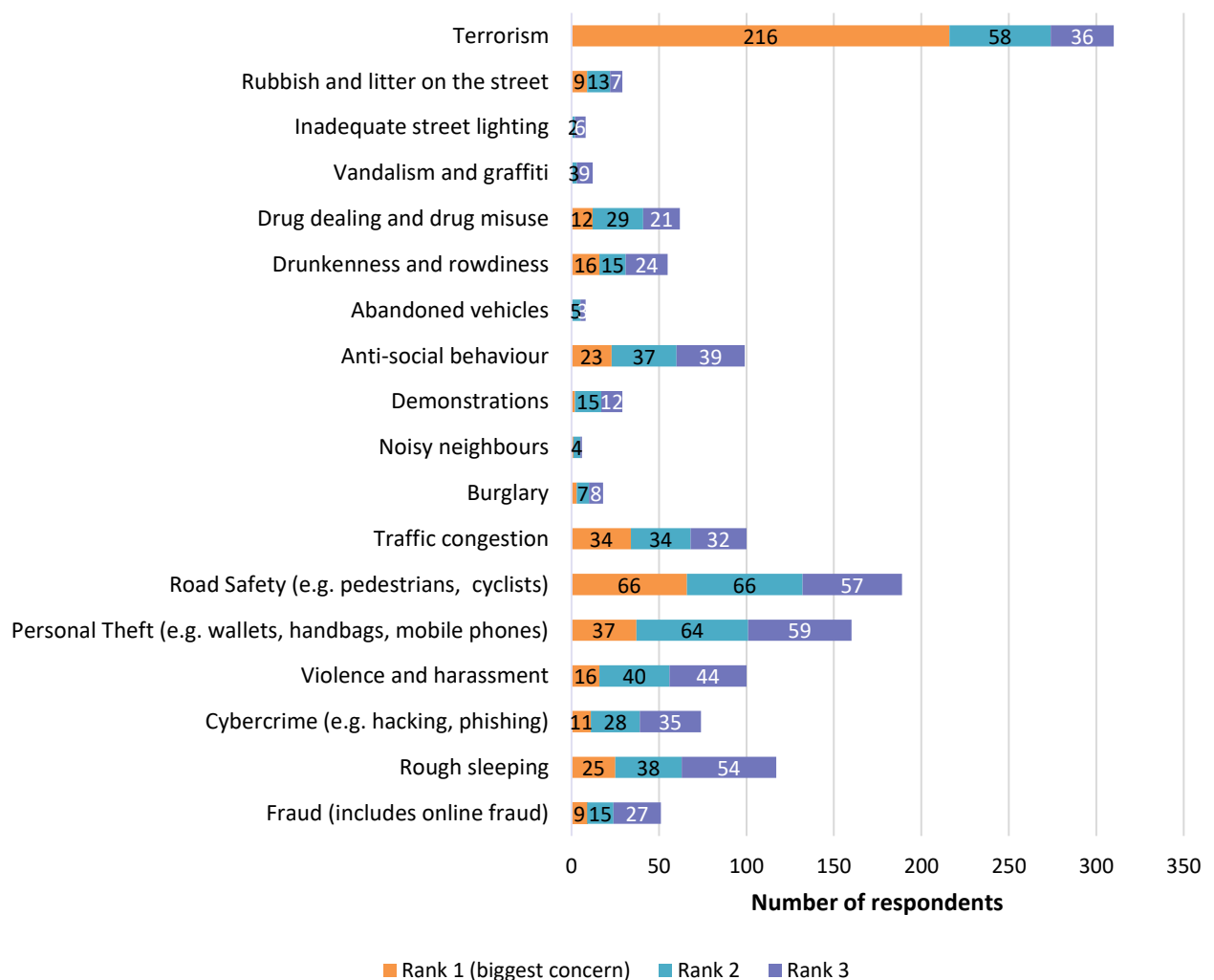


4. Online results

*Out of the following categories please can you tell me which three concern you the most in the City?
And can you rank them in order where 1 is the issue that concerns you most?*

- 4.1 Respondents were asked to identify their top three concerns from the same list of issues that was provided to the face-to-face respondents.
- 4.2 It can be seen that terrorism was, by a considerable margin, the most widely selected issue overall and the issue most likely to be ranked first (i.e. as the biggest concern). Road safety and personal theft were among respondents' next biggest concerns.

Figure 8: Number of respondents selecting each issue as a first, second or third greatest concern (from a list provided)



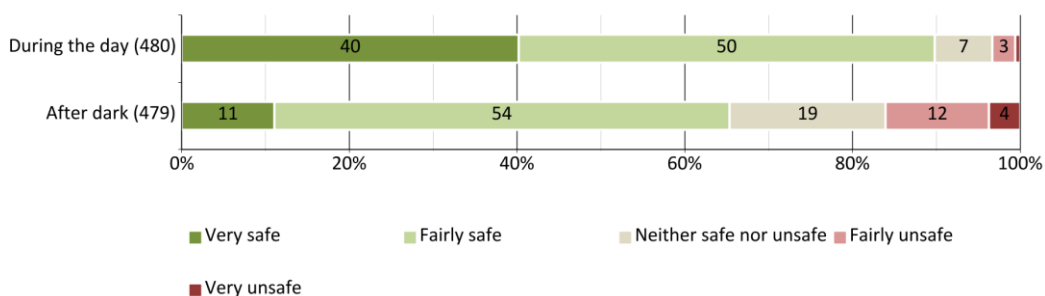
- 4.3 The results of a rank analysis confirmed terrorism as the biggest concern.

In terms of personal security, how safe or unsafe do you feel in the City...?

- 4.4 Around 9 in 10 respondents feel safe in the City during the day; however, less than two thirds feel safe after dark, and 16% feel unsafe

Figure 9: In terms of personal security, how safe or unsafe do you feel in the City...?

Base: All Respondents (number of respondents shown in brackets)

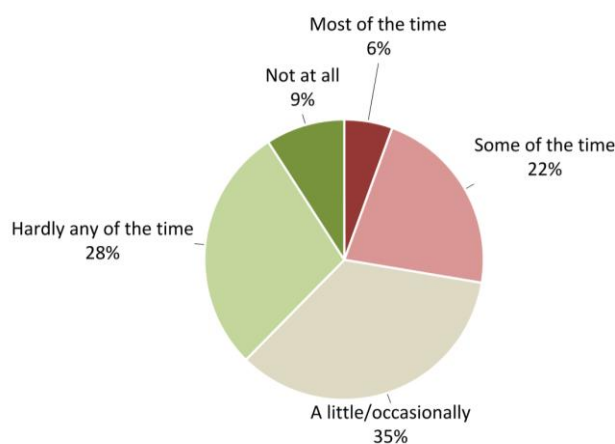


How often, if at all, do you worry about becoming a victim of crime in the City?

- 4.5 Just over a quarter of respondents worry about becoming a victim of crime at least some of the time, while around a third do so a little/occasionally. The remaining respondents worry less often; however, it is worth noting that only around a tenth (9%) do not worry at all.

Figure 10: How often, if at all, do you worry about becoming a victim of crime in the City?

Base: All Respondents (481)

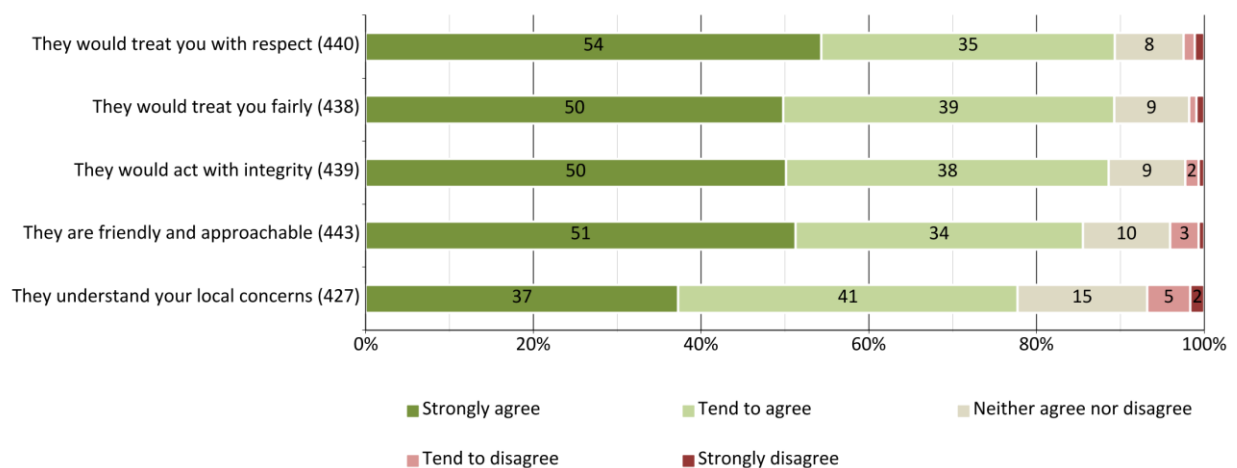


Thinking only about if you were to have contact with the City of London police, how much do you agree or disagree with the following? City of London Police...

- 4.6 Respondents generally hold positive views about the City of London Police: in particular close to 9 in 10 feel that, were they to have contact with the Police, the Police would treat them with respect (89%), would act with integrity (89%), would treat them fairly (89%), and that the Police are friendly and approachable (86%).
- 4.7 Somewhat fewer, but still a substantial majority (78%), feel the Police understand their local concerns.

Figure 11: Thinking only about if you were to have contact with the City of London police, how much do you agree or disagree with the following?

Base: All Respondents (number of respondents shown in brackets)

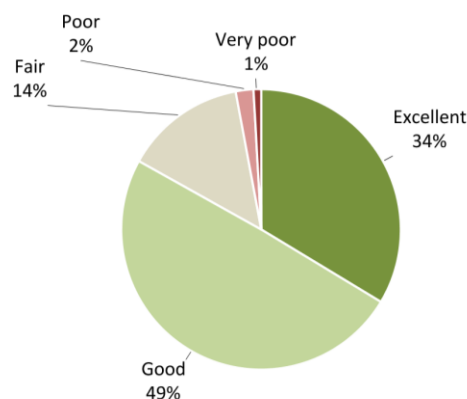


How good or poor a job do you think City of London Police are doing?

- 4.8 Around half (49%) feel CoLP is doing a good job, while a further third (34%) feel it is doing an excellent job. 14% feel it is doing a fair job, while only 3% feel it is doing poorly or very poorly.

Figure 12: How good or poor a job do you think City of London Police are doing?

Base: All Respondents (449)

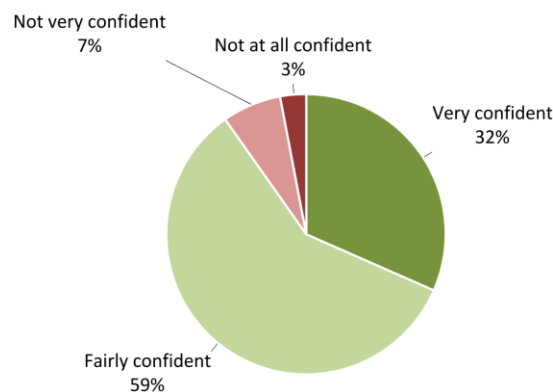


If you were to report a crime or incident in the future how confident are you that you would receive a good service from City of London Police?

- 4.9 Online respondents were generally confident that they would receive a good service from CoLP if they were to report a crime in the future. Around a third (32%) were very confident, while more than half (59%) were fairly confident.
- 4.10 However, around a tenth were either not very confident (7%) or not at all confident (3%). These respondents were asked to explain why they were not more confident about receiving a good service, and the most common reasons included: a previous negative experience received (e.g. a lack of response or poor follow-up after reporting a crime or ASB), doubts about whether the Police are adequately resourced (e.g. as a result of 'cuts' and station closures), negative media stories or coverage, and perceptions that only major crimes receive the Police's full attention.

Figure 13: If you were to report a crime or incident in the future how confident are you that you would receive a good service from City of London Police?

Base: All Respondents (440)



How would you prefer to receive information from the City of London Police? Choose up to 3 options.

- 4.11 Respondents were asked to identify (from a list) the top three ways in which they would like to receive information from CoLP. Around two thirds of respondents selected regular emails (67%) in their top three, while almost two fifths selected the CoLP website (38%), Twitter (38%) and text messages (37%).

Figure 14: How would you prefer to receive information from the City of London Police? Choose up to 3 options.
Base: All Respondents (432. NB: 25 respondents answered 'not applicable')

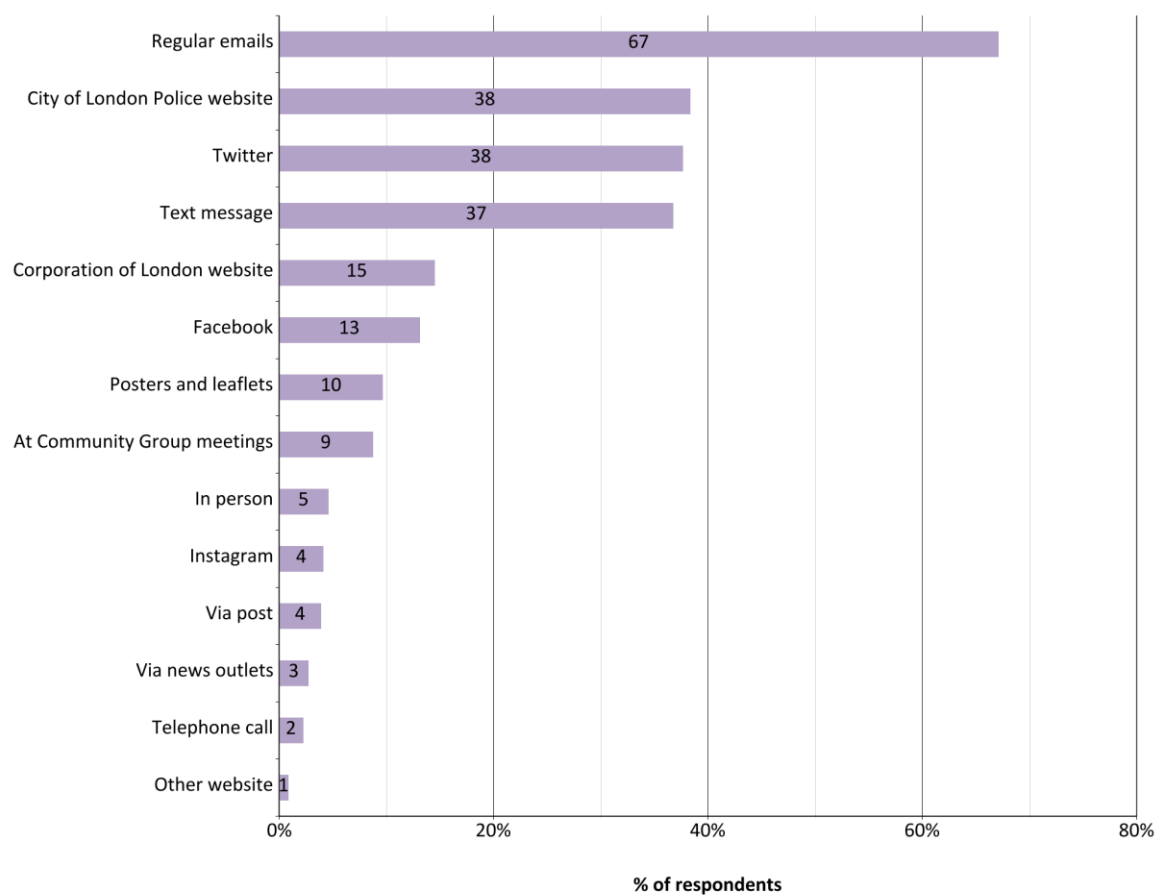


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